ANCEMENT OF MANAGE

Advanced Management

MODERN MANAGEMENT

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THE PRESIDENT'S REPORT
1950—1951

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- The Chapters—Increasing Activity
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- The National Office—More Services
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JULY 1951

SOCIETY FOR ADVANCEMENT OF MANAGEMENT

Whereas - The Philadelphia Chapter of The Society for Advancement of Management taking cognizance of the laudable service given the affairs of this Society by

DILLARD E. BIRD

And, Whereas, his time, his zeal, and his selfless devotion have at great personal sacrifice been given unstintedly during the past two years in his office as

National President
The Society for Advancement of Management

And, Whereas, he has given leadership that has promoted Society development and prestige

Therefore - Be It Resolved for the Philadelphia Chapter and its members, that this recognition of his accomplishments be engrossed on the records of the Chapter, and that Dillard E. Bird and the Society be advised of the enduring appreciation and esteem of this Chapter and its members.

Approved:

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President

Russell Sasm
Executive Vice President

Clarence A. Kelley
Vice President

H. H. Carey
Director & Chairman of the Board

For The Philadelphia Chapter
By: Robert J. Miller
National Director

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Alternate National Director

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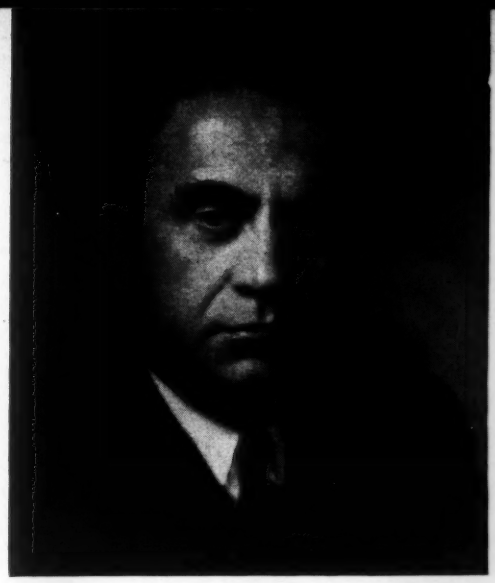
L. Laurence Warwick Jr.
Secretary

April 1951

DILLARD E. BIRD — A Tribute



IT HAS BEEN WELL SAID that management depends primarily upon the character and ability of the manager —and, that genuine management requires the *personal touch*. The past two years of SAM's national administration have borne this out to striking effect. An understanding leadership has shown in results that real management implies.

To those who have known the man and his works over the years, this comes as no surprise. His is a devotion to the Society and those things for which it stands. We have but to review the history of his relationships with our Society to fully appreciate the background of knowledge and information about our Society which form such a sound base for the constructive building of the Society to its present level.

Dillard E. Bird became a member of the Ohio State University Student Chapter in 1937 while taking his Masters in Business Administration at that University. He became affiliated with the Cincinnati Chapter in 1942 and was an active member from the very beginning. He served that Chapter as Secretary, Vice-President, President, and as National Director. His leadership at that level was reflected in many ways. The Chapter became sound financially, its membership expanded significantly, its programs became more vital and made greater contribution in the field of management education and development, and the Chapter developed community acceptance.

He served as National Vice-President, and during the past two years has held the top position in leadership of the Society—that of National President.

A review of the accomplishments and of his contributions during the period in which he has served the Society at the National level pay tribute to his leadership. He developed material for and authored the first and only Chapter Operations Manual which the Society has ever had. As National Vice-President, he visited more than thirty-five Chapters and participated in the organization of eight. As National President, he has visited forty-seven Senior Chapters and twenty Student Chapters, and he visited more than forty other centers where no Chapters exist in an effort to develop new Chapters in these areas. During his two years as President, he addressed more than 150 meetings, including Chapter meetings of the Society, and other management groups.

He planned and developed a complete file of information on all members and had it prepared for mechanical sorting. This is the first time in the history of the Society that such information has ever been available on the membership. He increased the efficiency and effectiveness of the National Office. He raised the level of conference programs to an all-time high. The revenue from conferences was increased to an amount which more than doubled conference income for any other year. This statement is true for both years of his Presidency.

He reduced the cost for the publication of *Advanced Management* to an all-time low for the year just ended. He led the Society to the highest total membership ever. Each of the years of his administration added more substantially than any previous year to the financial net worth of the Society.

He established the policy of keeping all Chapter Officers informed of all Society considerations at all times. He developed a high degree of participation in national affairs by all the Chapters. He led the Society to a high level of effective relationships between the Chapters and the National Organization.

He has spread Committee appointments among Chapters all over the country. Under his leadership, a large number of Chapters and the National Organization itself have been inspired and directed toward their greatest accomplishment. He has studied SAM and its needs. He has urged the adoption of stable policies, greater continuity in National leadership, and the development of a staff capable of insuring SAM's leadership in the field of Professional Management. He has urged the development of a sound and expanded research program. He devoted a full year of his time without any compensation to furtherance of the affairs of the Society. His is an unparalleled contribution to SAM and a devotion to the organization and to those things for which it stands.

Dillard E. Bird is a student of management in the full sense of the word; a true professional with high ethical concepts, a recognized leader in management thinking, a strong advocate of philosophical principles as the only sound basis for management thinking, planning, and operation.

In recognition of this leadership and contribution, the Philadelphia Chapter adopted its resolution and presented it in the form of a beautiful Scroll, a reproduction of which appears on the opposite page. The action taken by the Board of Directors in adopting this as a national resolution was most fitting as a national tribute in recognition of this contribution by one of the great leaders in the field of Management in this country.

Signed: LEON J. DUNN, Executive Vice-President
BRUCE PAYNE, Treasurer
HOWARD HYDE, Secretary
(Officers for 1950-1951)

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Advanced Management

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THE SCROLL ON THE INSIDE COVER

This, the President's Annual Report issue, opens fittingly with the reproduction of a striking Scroll prepared and presented to Dillard E. Bird by The Philadelphia Chapter, SAM.

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Facing New Tasks With New Strength

By DILLARD E. BIRD

President, Society for Advancement of Management—1949-1951

Stronger than ever before in its history, the Society for Advancement of Management is the work of men of all responsible management levels.

THE PAST YEAR HAS SEEN the Society attain new and higher levels of accomplishment than ever previously attained. This attainment has been realized in spite of the problems which the year has presented to business generally and to the Society as well. Many adjustments had to be made in line with changing conditions generally. The task has not been easy. It is a pleasure to report, however, that in spite of these problems the Society is in a better and stronger position in every way than it has ever been.

The details of the year's accomplishments are reported in subsequent sections of this report issue of ADVANCED MANAGEMENT. A careful analysis of these detailed accomplishments will indicate that a great deal has been accomplished in the past year in informing management generally that our Society is not limited in either interest or coverage to any one function, but that it is interested in all functions of management (production, distribution, finance, human relations, industrial engineering, and general administration) and in all responsible levels of management.

The founders of our Society set as its principal objective the advancement of the Science of Management and the improvement of its applications wherever management is practiced. Hand in hand with this lofty objective goes the full development of management as a profession, with individual managers earning the right to be classified as true professionals.

The philosophy of the Society has at all times been consistent with this objective but the practices of the Society have at some times in the past been more restrictive. The programs presented at the chapter level and at the national level led many to believe that the Society was interested only in industrial engineering, and more particularly in time study and methods, and their applications. It led outsiders to believe that the Society was interested more in methods and techniques than in the more basic problems — the development of a philosophy of management and a set of principles by which management could be assisted in its application of the basic philosophy to its own situation.

SHIFTS IN EMPHASIS

The attempt has been made in each of the last two years to dispel any such ideas which might still remain in the minds of thinking management people. The methods by which this has been accomplished during the past two years is apparent to most members of the Society. A definite program inaugurated under the leadership of and during the year in which Mr. W. L. McGrath served the Society as its President was designed to attract more membership from responsible levels of management, and to raise the standards for membership in the Society. An analysis of the membership of five years ago and the membership today shows a marked increase in the number of Corporate and Company officers and in the general management level, with increases in the representations of all functions of management except industrial engineering, which, percentage-wise, has been on the decline. The Board has twice considered the purposes and objectives of the Society and its membership composition and twice has agreed unanimously that while the Society should not curtail its activities in any phases of management it should devote its attention to bringing all phases of its activities on a par with that which has prevailed in the past in the field of industrial engineering.

ADVANCED MANAGEMENT was combined with Modern Management with the December, 1949, issue. ADVANCED MANAGEMENT, published quarterly, was a scholarly journal designed to present the best in philosophy, theory, principles and techniques, keeping in mind that if the philosophy is sound and the principles adequate they can be applied in any situation. Based on this thinking the bulk of the material since December, 1949, has been directed to philosophy and principles and the most basic considerations of general application.

Unusual methods and techniques have been presented as discovered. More and more interest in the magazine and its material have been evidenced by the membership and subscribers. In short, ADVANCED MANAGEMENT, following the lead of its first Editor, Ordway Tead (also the Society's first President) has been geared to serve the interests of Professional Managers from business, government and education.

CONFERENCE SUCCESSES

The Annual Fall Conference was until four years ago devoted to methods and techniques, particularly those in the industrial engineering field.

The Fall Conferences of the past two years have been General Management and Human Relations conferences slanted toward philosophy and principles and their applications. The resulting attendance has more than justified the shift in emphasis as the charts which appear

with the detailed report starting on page 6 will testify.

There has been an overt and active effort on the part of the President during the past two years to keep top management generally informed of the activities and accomplishments of the Society and to urge increased participation by this group in policy formulation and in the actual administration of the Society's affairs. Letters have been addressed to the nation's industrial leaders telling them of the Society and soliciting their interest. They have been placed on the mailing list for all Society public relations material; they have been invited and have spoken in increasing numbers before the Society's conferences; and they have participated — they have become members of the Society — they have accepted leadership responsibilities at the local chapter and at the national level. Top management has become interested in the Society and its accomplishments and in being a part of the work.

The report of the Management Code of Ethics Committee which appears in subsequent paragraphs is an example of the type of project which it seemed to the President could make a great and lasting contribution to the advancement of the Science of Management.

STRENGTH IN UNITY

Another significant development in the Society during the past two years has been the growing realization on the part of Chapters that only in a strong National Organization can there be any hope of the significant accomplishment which every individual and Chapter hopes and wishes for the organization. There has always been a high degree of chapter autonomy. Chapters should be free to develop their own programs; to adapt their activities to the needs of the area and the members they serve. There is a general recognition today, however, among the Chapter and National leaders that the future of the Society, in fact of professional management, can be best served only through a strong unity, with the good of the whole receiving a prime consideration over the good of any particular chapter or individual. It is to this end that the Chapters and the Society will devote themselves in the years to come and this predicts only the highest level of accomplishment for the Society and a maximum contribution to its major objective.

The thinking on which operations for the past year has been based as a challenge to the thinking for the future in summary is:

1) Local chapters must remain autonomous, and at the same time give full support to those activities in the common good and be governed in their decisions by the principle of "the greatest good for the greatest number".
2) The membership of the Society must be representative of all responsible levels of management and all major activities or functions of management, and include a good representation of top management.
3) Local chapters must be self supporting and must generate their own power through the continual development and functioning of leadership within that chapter.
4) Chapters must be interested and actively participate in the government of the National Organization.

On point 4 above it should be noted that the President has done everything possible to spread committee appointments over the country and to encourage participation by each chapter in the affairs of the National Organization. The obstacles to such full participation on the part of chapters located at points distant to New York are recognized and efforts have been made to alleviate this problem. This last year marked the first time that the Society ever paid the transportation of National Directors to a Board meeting, as was done at the April policy meeting of the Board. This was a move in the right direction and there can be others which will help promote increased participation on the part of Chapters. However, each Chapter should assume the responsibility for seeing to it that it is represented by its National Director or his duly accredited alternate at all regular meetings of the Board.

ON ACTIVE DUTY

THE BOARD OF DIRECTORS, by formal action taken in June, approved the same policy in the current difficulties as that which was in effect during World War II— as follows:

"Any person who becomes a member of the Armed Services and enters upon active duty, either by enlistment, through selective service procedures, or recall from reserve status to active duty, will be granted military leave for the period of his actual active duty. This means that he will be carried as a member and receive all of the benefits of membership during this period with all membership fees suspended."

BOUQUETS AND THANKS

The accomplishments of the past year would not have been possible without the full cooperation of the Officers with whom it was my pleasure and privilege to work.

Leon J. Dunn who has served the Society well through his long period of service at the Chapter level and at the National level, did a splendid job as Executive Vice President during the past year.

As Chairman of the Budget and Finance Committee he made a marked contribution to the development of a sound financial policy by which the Society has been governed during the past year and which policy will serve the Society well in the years to come. The past year was the first year in the last four in which the Society has had meetings of its Finance Committee and actual committee planning for the Society's well being. In addition to the work of this committee, Mr. Dunn has undertaken and accomplished many other difficult assignments, either alone or as Chairman of committees during the past year. His contribution to the success of the past year has been most outstanding.

Bruce Payne as Treasurer has done a superb job of organizing the Society's financial affairs. For the first time in the history of the Society he has prepared and issued to each Director (and through them to each Chapter) a financial statement of the Society's position. He revised the method of accounting for the Society accounts. As Chairman of the

Rating of Time Studies Committee he has made a marked contribution. In addition to the foregoing he has accomplished a great many things for the Society during the past year, through his individual efforts and those of Committee activities he led.

Howard Hyde has served the Society well as its Secretary. In this capacity he headed the Constitution and By-Laws Committee. The proposed revisions now before the Society reflect the intelligent effort which he has applied to this work. The present proposed revisions represent the first important revisions in the past several years. As Chairman of the Awards Policy Committee and in other ways in the discharge of his responsibilities he has rendered invaluable service to the Society during the past year.

To these your elected officers of the year just past; the Executive Director, the three appointive Vice Presidents, the Assistant Vice Presidents, Research Directors, Committee Chairmen and Committees goes a great deal of credit for the accomplishments of the year.

The National Office Staff headed by Dorothy Hudson as Office Manager and Marion Cusick as Assistant Treasurer and Bookkeeper deserves credit for the continual improvement in service during the past two years. Service to chapters has been improved and the general quality of performance enhanced.

Tribute is also paid to the fine work which many others have done in the past year making it the success which it has been. Sincere appreciation is hereby expressed to all of those who have contributed so effectively through their efforts at the National and at the Chapter level to the advancement of the science of management and the furtherance of the Society's interests and the achievement of its objectives.

THE PRESIDENT'S REPORT

Management Code Project Plan of Operation

THE COMMITTEE FOR the SAM Management Code Project has prepared and submitted a revised Plan of Operations. Consisting of an explanation of objectives, phases of organization, organization and control of the project, and its relation to the war situation, the plan is submitted by Professor Ralph C. Davis of the Ohio State University, Management Code Committee Chairman.

In his accompanying remarks, Professor Davis points out the following:

"It will be noted that the revision emphasizes the contribution of the project to the maintenance of our basic institutions in the peace-time economy following a war. President Bird points out that a Code of Management Ethics will be equally valuable during a war-time economy. There is always the danger that unethical management practices during a war economy may weaken public confidence in a post war economy."

The revised plan of operations lists the Committee's objectives in this manner:

RANGE OF OBJECTIVES

a. THE ULTIMATE OBJECTIVE: A contribution to greater public confidence in our economic system generally, and in particular the executive leadership of our business organizations.

b. THE IMMEDIATE OBJECTIVE: A code of management ethics on which activities directed toward the ultimate objective can be based.

The general requirements and policy considerations are enumerated as:

a. The fundamental ethical concepts on which such a code is based should be compatible with those held by a majority of citizens and executives. Otherwise, there can be little assurance of general acceptance in the immediate future.

b. The concepts of right and wrong that are stated in such a code must be broad and basic. They should serve as guides for:
   1. The development of codes, within the framework of the SAM code, by companies and industries to meet their specific needs.
   2. Executive policy decisions under war-time as well as peace-time conditions.

c. The code should strengthen the position of the right of private property in our economic, political and social economy. It is suggested that this right is fundamental to the continuance of such rights as those having to do with free enterprise, the customer's freedom of choice, collective bargaining and others that are provided in the Bill of Rights. They are a requisite for the continuance of our economy. This statement can not be regarded as an obvious truism, nevertheless. It is presumed that we would not be in our present situation if it were.

WINNING THE PEACE

The report ends with these words by the Chairman:

"The attention of most executives will be focused probably on the war situation, and the business problems that it creates. Many of them will not be interested in a project that appears, at first glance, to have little practical connection with the war effort. The chairman suggests, nevertheless, that it should be continued. There is an old maxim that in time of peace one should prepare for war. We never do. So we are defeated, usually, during the first year or two.

"In time of war, conversely, one should prepare for peace. We never do. So we usually lose the peace. This project should make some contribution to winning the peace, insofar as it stimulates confidence in our economic institutions."

Conferences, Clinics Grow in Significance

Study and discussion sessions drew record crowds, with combined attendance at 1950-51 National Conference topping the 4,000 mark — and with $17,000 excess of income over expenses making funds available for other educational activities.

THE TREMENDOUS GROWTH in attendance at the 200 or more National, Regional and Local Conferences, Clinics and Round Table sessions point up the extent to which SAM is answering management's call for study of its problems and for the exchange of ideas.

More and more management men have attended the National Conferences. This has been true each year since the end of World War II. By far the greatest spurt, however, has taken place during the past 12 months, with attendance at both the Fall and Spring conferences reaching new highs.

The ever-increasing number of special sessions in Chapter cities or areas is marked, too, by new attendance records, and by an expanding range of topics of interest to management men at these study and discussion conferences, clinics and round table meetings.

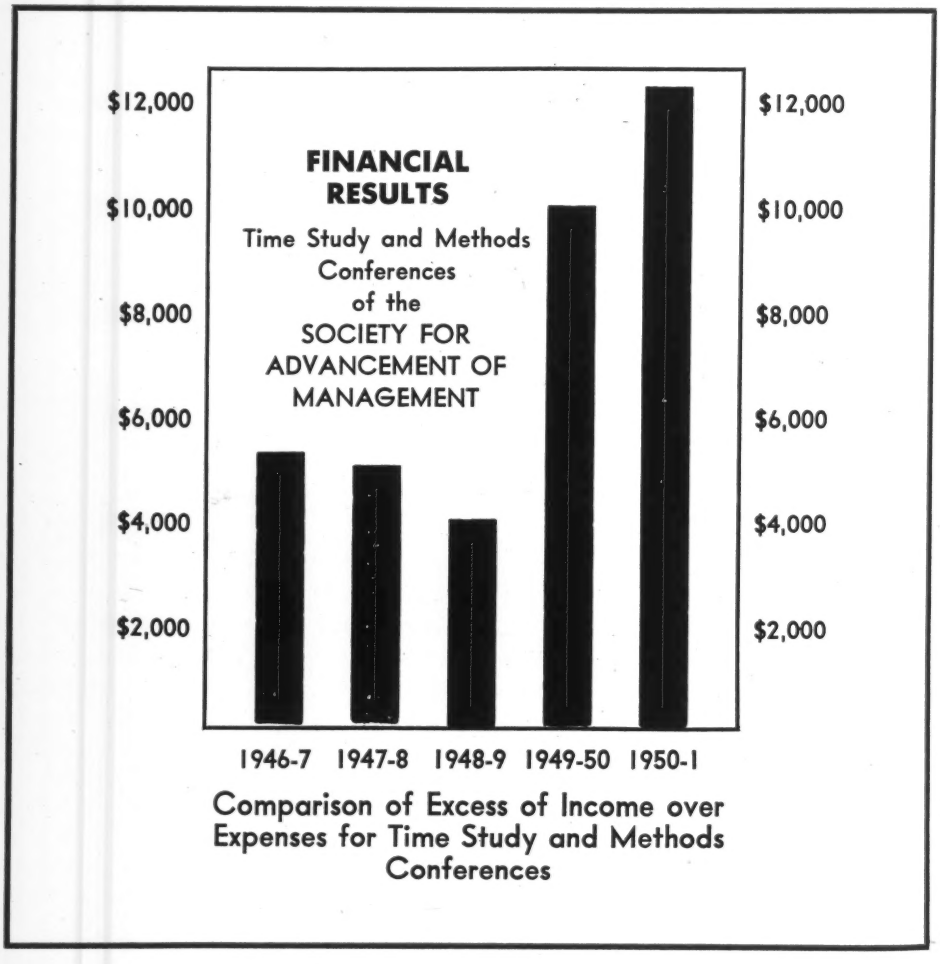
Sparked by the leadership of the National officers and with the benefit of their counsel on arrangements and promotion, the Chapters have added heavily to conferences on area and local levels and in providing clinics and round-table discussions. As with the National conferences, these sessions are devoted to the advancement of scientific management and the improvement of its applications in the area of chapter service.

ANNUAL CONFERENCE PROFITABLE TO ALL

The Annual Conference, held at the Statler Hotel in New York City on last November 2 and 3, was by all measures the best ever sponsored by the Society. There were more registrations, greater profits to the Society, twice as many presentations, and greater audience interest in SAM objectives than have ever before been witnessed.

Reasons for the record-breaking attendance of 1,882 registrants can be attributed to the quality of the unusual program, and its coverage. A full two-day program on HUMAN RELATIONS PROBLEMS ran concurrently with a two-day program on PRODUCTIVITY AND COST REDUCTION. Some of the outstanding nationally known speakers included General Brehon Burke Somervelle, President and Director of Koppers Company, Inc., General Robert Wood Johnson, Chairman of the Board of Johnson & Johnson, and James F. Lincoln, President of Lincoln Electric Co. The Grand Ball Room and other meeting rooms were filled to capacity throughout the Conference. (See Pages 8 and 9.)

This Conference made a profit of $5,027, compared with a profit of only $292 the year before, and a loss of $1,700 a year earlier. A select and very much improved mailing list, developed in the National office, has been most influential in getting notices of Conferences to top executives who appreciate and value well organized programs.



Comparison of Excess of Income over Expenses for Time Study and Methods Conferences

The proportion of top executives in attendance reflects the interest generated in comprehensive programs of high merit. The new high standards established during the past year have set a pattern which should inspire traditionally superior Conferences in the future.

THE TIME STUDY AND METHODS CONFERENCE

The Sixth Annual Time Study and Methods Conference was held at the Hotel Statler in New York City on April 19 and 20, 1951. G. J. Stegmerten was Chairman and William R. Mullee was Co-Chairman, representing the American Society of Mechanical Engineers.

A superior and well-balanced program, excellent speakers, and the interest in the films on the RATING OF TIME STUDIES, which received their premiere showing at this Conference, attracted a record number of 2,324 registrants.

Improved organization and management of this Conference resulted in a net profit of $12,111 which is the greatest ever realized by any conference in SAM history.

In passing, it can be pointed out that such Conference profits go far in supplementing dues in defraying the expenses of the Society's activities and operations and in making possible the expansion of SAM's Research and Educational programs, so basic to the fulfillment of its stated purposes.

HEAVY NON-MEMBER INTEREST

The growing influence of SAM activities outside the membership is further indicated by the extent of non-member conference attendance and registration.

An example is found in the registrations at the April Time Study and Methods Conference where 1,361 (59%) of the 2,324 registrations were from non-members. Many new members are introduced for the first time to the outstanding quality of work done by chapters and the National Organization and become interested in membership. Some chapters are organized and sparked locally by men who have for the first time attended one of the eminently successful National Conferences.

In passing it is to be noted that the spectacular success of the conferences—from the attendance and the financial standpoints—while due in large part to the timeliness and appeal of the programs, are the results, too, of the widespread promotional activity made possible by the effective and extensive mailing lists developed during the past two years at the National Office.

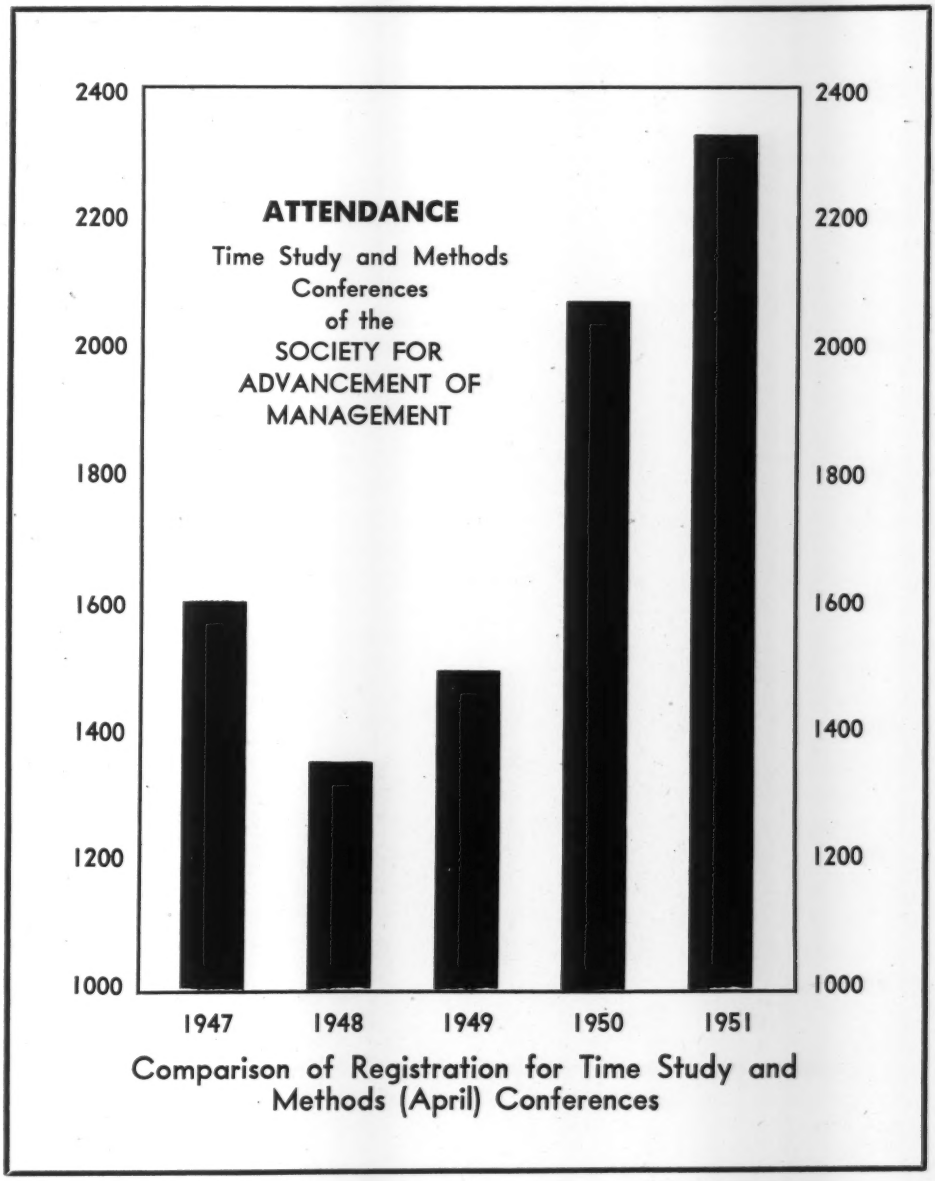
CHAPTER CONFERENCES BECOME INCREASINGLY SIGNIFICANT

Supplementing National SAM Conferences are the Chapter Conferences. They are conducted at the local level by officers and committeemen of the chapter. More chapters and more individuals, both member and non-member, participated in these local SAM management conferences than ever before. This indicates not only higher quality in programs and performance, but a greater demand by top management for up-to-date expert information from members of our professional organization.

The SAM chapters located in all areas of the country serve a unique and important function by being able to bring modern principles, philosophy and techniques to managers who are unable to attend national conferences.

Answers to local management problems of every conceivable nature, ranging from General Administration, Human Relations, Costs, Finance, Production, to Distribution and Retailing, are frequently developed through conference attendance and discussion.

By means of these studies and discussions the time of executives is saved, expenses are minimized, direct relationships are developed, more persons participate, and chapters increase their funds through their conduct of confer-



Comparison of Registration for Time Study and Methods (April) Conferences

ences. The trend toward more area and chapter conferences has increased over the years and promises to gain in an ever-increasing volume. In some cases several chapters have combined their efforts and resources in the development of outstanding conferences.

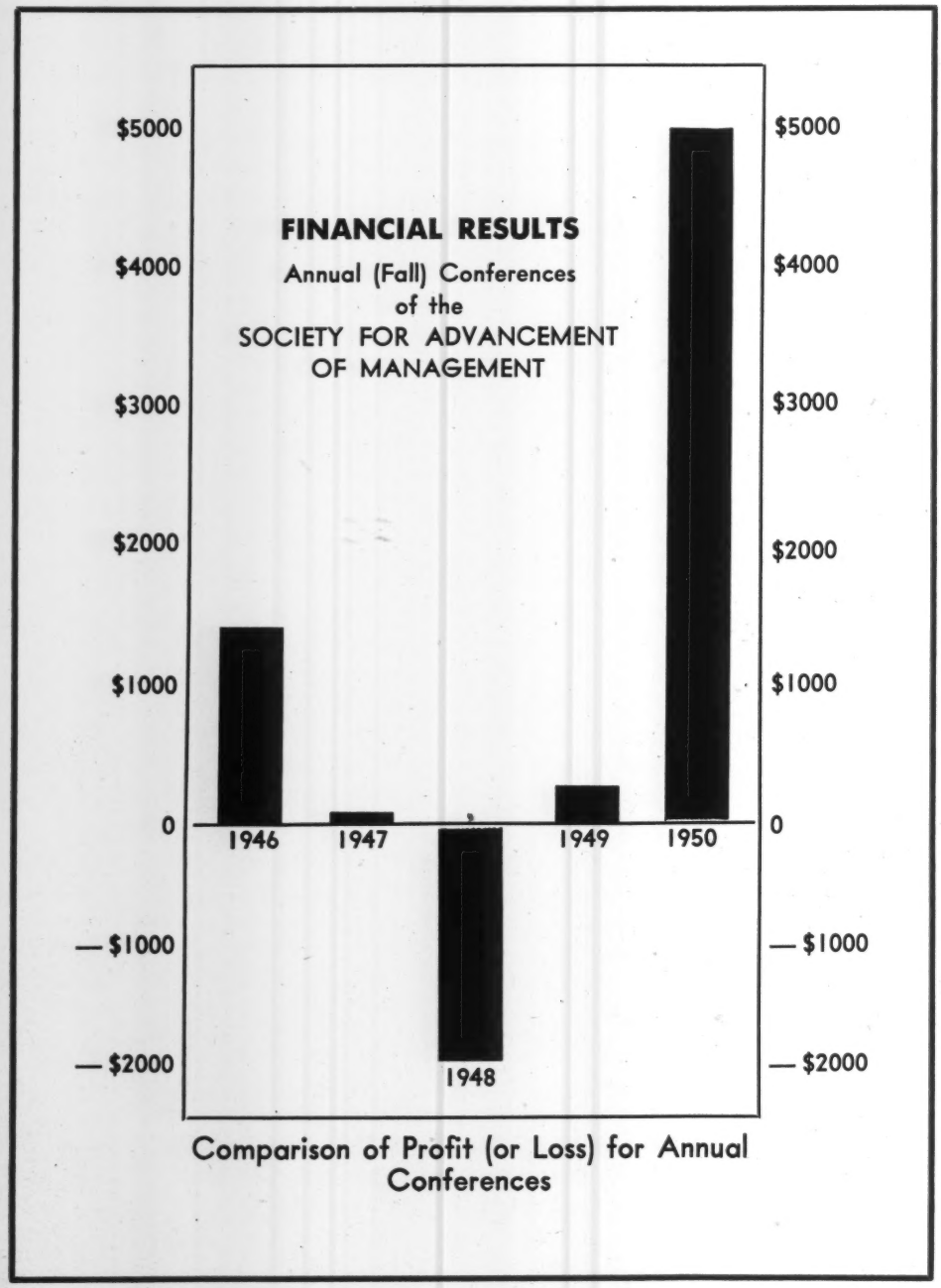
The list on Page 12 indicates 1950-51 chapter conferences and dates on which they were held.

AREA CLINICS PROVIDE SPECIALIZED STUDIES

A further indication of the unique advantages of SAM membership and organization is the quality and volume of individual activity and participation at the local chapter level.

Clinics, mostly with 2-day programs devoted to study of one particular subject or management technique, were conducted by six chapters distributed over all parts of the country. Subjects ranged from Retailing to Work Measurement and drew registrations from wide areas of management.

These sessions are of particular interest to specialized groups at the management level, notably supervisors, staff technicians, department heads and others of the upper and middle management echelons.



Comparison of Profit (or Loss) for Annual Conferences

Proceeds from clinics have in every case stimulated local interest in SAM and in better management activity and practice. Experience in conducting a clinic, once gained, adds to the value of the members doing the organizing and makes the work of organizing succeeding clinics much easier and more valuable to the chapter in repeating the performance.

Officers of many local chapters have indicated to the National Organization that they intend to conduct clinics, seminars or workshops next year.

Chapters conducting clinics, their subjects and the dates are shown in the list appearing on Page 10.

ROUND-TABLE SESSIONS HELP CHAPTERS TO GROW

The flexibility and adaptability of SAM organization is still further reflected in the increasing number of Round Tables conducted by local chapters. More chapters are arranging more round-table sessions, and their discussion subjects are indicative of the popularity of specialized study carried out under SAM sponsorship.

Round-table groups are especially valuable in large chapters where the regular general monthly meeting topics can meet only the partial needs of many members who have additional special interests. The informality, the small size, and the opportunity to take an active part in questions and discussions make round-table organizations particularly successful wherever conducted.

ATTRACTIVE PROGRAMS BUILD CHAPTER STRENGTH

Many chapters help finance their educational and research operations by building especially attractive programs and making an extra charge for attendance by non-members.

Many outstanding executives are attracted to speak at Round Tables where no formal, time-consuming preparation is required in advance, as it is for most of the larger general meetings. Many chapters attribute their membership growth to the early invitations and contacts made through Round Tables.

The accompanying table (See Page 11) indicates that there were reported to the National Office 262 Round Table SAM-sponsored meetings during the past year.

The National Office — Its Systems and Services

THE NATIONAL OFFICE, in spite of constantly increasing costs, has continued to provide more services at an improved level to Society members in a more economical and effective manner.

The National Office has increased its services to Chapters, both old and new. Many Chapters call regularly for the assistance of the National Office in securing speakers for programs, for mailing announcements of conferences and other programs, and for information about an infinite variety of material connected with the Society's welfare.

New Chapters find the National Office cooperative and effective in organizing programs, securing speakers, developing clinic meetings and round-table study groups and in furnishing leadership for more effective performance and operation. Methods of building membership, getting publicity, conducting conferences, doing research and working toward performance awards can all be secured through the National Office.

Recommendations for balancing grades of membership, conducting clinics, improving financial positions and commanding community recognition are furnished by the National Office when opportunity is offered.

STAFF MORE EFFECTIVE

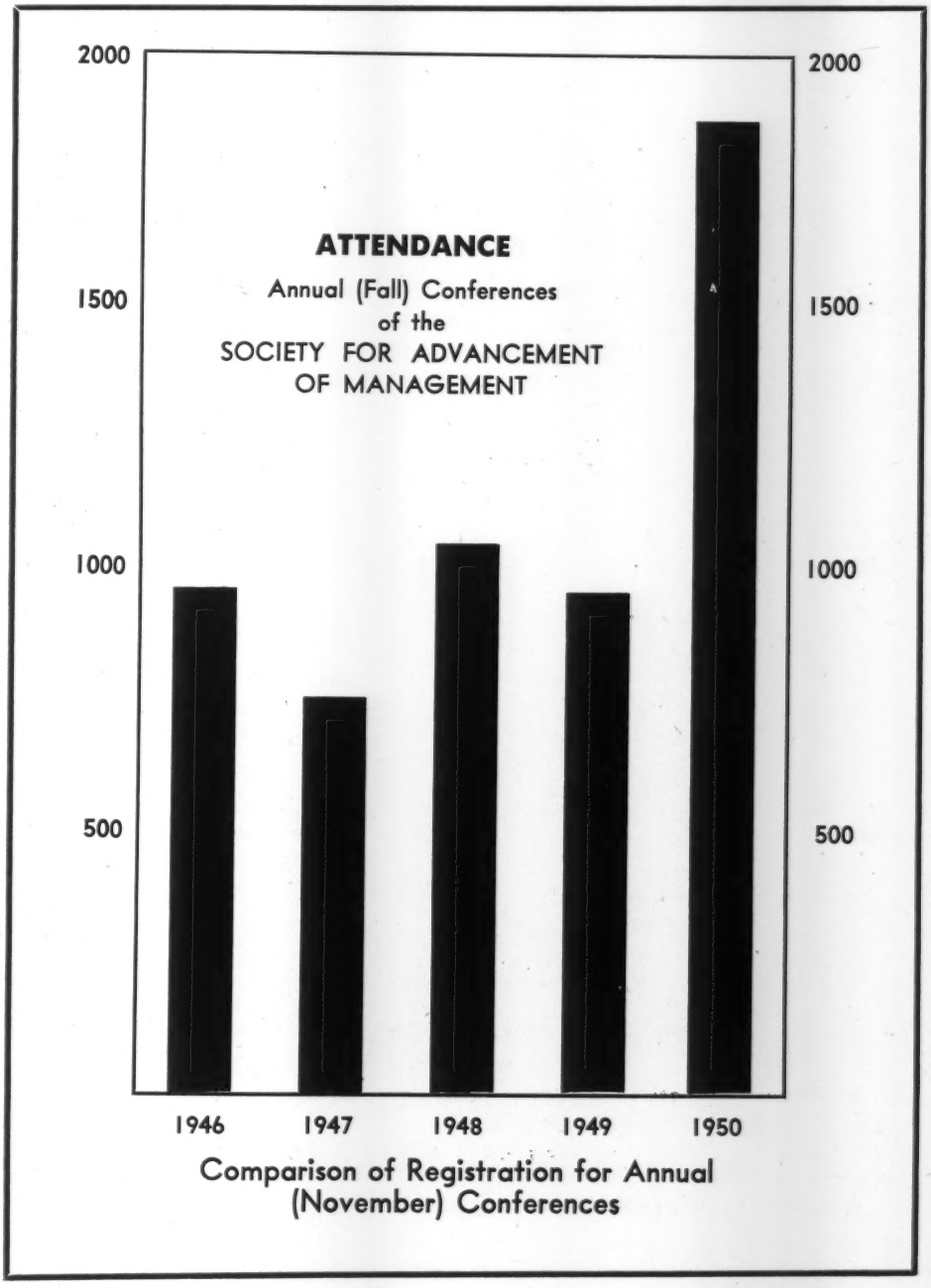
The office staff has not been increased in order to handle this additional load, but instead, has been more effectively organized, better supervised, and better equipped to meet the increased load of work. The expensive services of mailing houses have been dispensed with altogether, at a saving to the Society of thousands of dollars annually.

Installation of mimeograph, Robotyper, automatic mailing machine, Addressograph, and other modern office equipment which have been paid for out of savings, have revolutionized the effectiveness of National Office operations and services to the Society.

The volume of mail handled by the National Office is more than three times the 1948 total of 75,000 pieces. In addition to the monthly *Student News Letter* of 750 copies averaging 32 pages each, there are Conference announcements, programs, Proceedings; local, area and regional conference and clinic announcements; promotion brochures, correspondence; and orders for films; general correspondence, and billing and collection of membership dues.

CONFERENCE ADMINISTRATION

The National Office staff made all the administrative plans and arranged details for their fulfillment for both of the 1950-51 record-breaking Conferences. All announcements, programs, advance registrations and reservations, speakers



Comparison of Registration for Annual (November) Conferences

schedules, programs, banquets and meeting rooms were handled by the National Office staff, and the effectiveness was reflected in the attendance and financial returns.

MAILING LISTS EXPANDED

The National Office has developed its own superior mailing list during the past two years, from one of 15,000 names to a greatly expanded and more selective one of 35,000 names.

The results of selective and expanded mailings from the National Office are reflected in better registrations at conferences, more magazine subscriptions, larger sales of reprints of articles, and more profits from the sale of Proceedings.

The mailing list has been converted to stencils which are kept up to date and will continue to be used for membership and conference promotion. The costs to the Society have been only 25% of the estimates submitted by outside agencies.

NEW OFFICE EQUIPMENT

The National Office is at present adequately equipped with modern machines to handle the tremendously increased burden of work which it has assumed. Most recently acquired is a nearly new model Addressograph machine which cuts mailing costs to a minimum.

Typewriters are nearly all electric, mimeograph and dictaphone equipment are adequate and the automatic mailing machine is an enduring asset.

The additional work which has been done during the past year by the National Office staff has resulted in savings considerably in excess of the expenditures for equipment made during the past year. This is true in spite of the fact that the promotional work of the Society has been increased substantially during the past two years.

THE PRESIDENT'S REPORT

Chapter Activities Increasingly Significant

THE DEMAND FOR better management training facilities in local areas continued to be clearly evidenced by the organization of new Chapters. Not only are existing units experiencing greater response to area conference, clinic and round table sessions—chapter formation is moving apace.

Charters were granted within the year to five new units—Manchester, N. H., New Brunswick, N. J., Allentown, Pa. (serving the Lehigh Valley) Wilkes-Barre, Pa. (serving the Hazelton, Scranton and Wilkes-Barre area), and Portland, Ore.

Three other new chapters are currently at or near the charter-issuance stage. These are in Charleston, S. C., and Asheville, N. C.

Results of the President's extensive travels during the past two years on behalf of the Society are further evidenced by the fact steps are being taken at the local level to form SAM chapters in close to a dozen other cities, including Buffalo, Chattanooga, Denver, Little Rock, Memphis, Omaha, Phoenix, Salt Lake City, Seattle, South Bend, and Wichita.

With the proper leadership, chapters in these communities will soon be bringing the benefits of SAM to meet top management's needs for more and better management training at the local level.

HELP FROM NATIONAL OFFICE

In addition to the President's visits to new-chapter areas, the National organization is continuing to provide help in planning, programming and publicity.

New chapters are being encouraged to arrange conferences, clinics and round-table sessions, in addition to their regular meetings. And in these activities they are being aided by the National Office through the providing of speakers, general public relations and specific publicity suggestions and other planning.

In this connection the Chapter Opera-

LIST OF CLINICS—1950-1951

CHAPTER	CLINIC	DATES
Atlanta**	Second Annual Retailing Clinic (Panel Discussion in Afternoon Session. Jointly sponsored with University of Georgia and the Atlanta Retail Merchants Association.)	January 24
Cincinnati	Methods Improvement and Work Measurement Clinic	November 16-17
Cleveland	Second Annual Management Clinic	May 8-9
Detroit	Third Annual Management Clinic	June 7-8
Los Angeles	Work Measurement Clinic	January 30-31
St. Louis	Advanced Work Measurement Clinic	May 3-4
Atlanta**	Methods-Time-Measurement Clinic	March 29

tions Manual is helpful in providing guidance and suggestions to new chapter officers and committees. In the matter of publicity, the manual provides many suggestions and tells how a "good press" furthers the interests of the local units and of all SAM activity.

MORE CHAPTER RESEARCH

With the expansion of chapter activity, more attention is being given to the development of research projects—at the local level and by means of participation by the local units in developing study material, facts and figures for nationwide surveys and studies.

The task of reviewing all applications for membership in the Society has been delegated by the Board of Directors to Harry A. Cozzens, Assistant Vice President, Chapter Operations.

An analysis of membership with a view of preventing terminations has been under study and it is hoped that means of retaining interest in the activities of the Society will be found.

Mr. Cozzens continues to carry the responsibility for reception at the Society's two annual conferences. He has developed effective arrangements for ushers, messengers, and other volunteer personnel, and has added a spirit of warmth and welcome, an important factor to those in attendance at any conference.

STUDENT CHAPTERS GROW IN NUMBERS

Dr. Ralph L. Jacobs, Vice President in Charge of Student Chapters, has been instrumental in adding 7 more student chapters to the ever-increasing list of universities which have progressive colleges of Business and Engineering. Even under the threat of the draft of college men, chapters have increased in number, indicating the degree and kind of inspirational help students receive through their chapters.

Offering as it does an unusual range of activity and experience, SAM Student Chapter membership continues to be highly valued by business administration and engineering students of more than a hundred of the Continent's leading universities and colleges.

To these young men Student Chapter membership brings orientation with the business world, intimate contact with industrialists and other management leaders and with faculty advisors, actual

LIST OF ROUND TABLE SESSIONS — 1950-1951

CHAPTER	NAME OF SERIES	NUMBER OF SESSIONS
Boston	Harvard Case Study	6
Cleveland	Marketing, Industrial Engineering, General Administration, Production, Human Relations, Finance	6 each
Detroit	Special Interest Committee Meetings—"Industrial Engineering" and "Personnel Work"	9 each
Greensboro	Plant Visitations	9
Hudson Valley	Time Study Group	7
Lancaster	Technical Sessions	6
Milwaukee	Time Study	5
New Orleans	Business Management Techniques	6
N. New Jersey	Pre-Meeting Clinics	5
Philadelphia	Management Problems Committee—Time Study and Methods, Production Control, Leadership Training, Job Evaluation	7 each
	Industrial Engineering Committee—Effective Utilization of Personnel & Material for Low Cost Manufacturing	6
Pittsburgh	Plant Visitations	7
Providence	Methods-Time Measurement Familiarization Course (Jointly with Bryant College)	10
St. Louis	Helping Supervisors Think About Human Relations	8
Trenton	Management Controls	3
	Time and Motion Study	3
	Leadership	3
Washington	Budgeting	8
	Overseas Administration	8
	Information Function As a Part of Management	8
	Federal Property and Administrative Services	8
	Management Improvement and Review	8
	Management Problems of Other Governments & International Agencies	8
	Accounting	8
	Human Relations Research	8
	Management Case Problems	8
	Work Standards and Reporting	8
	Electronic Processing of Paper Work	8
Wilmington	Harvard Case Studies	8
		262

practice in administering their own affairs, visits to industrial plants and offices, and many special studies and discussions.

INTEREST STIMULATED BY VISITS TO STUDENT UNITS

Your president has visited 20 Student Chapters during the past two years and can attest that the efforts of the Society are continually expanding when they can be seen to enlist the enthusiastic cooperation of so many students and adults toward advancing modern management philosophy and principles. New chapters are indicated in the list of student chapters shown on the next page.

Most Student Chapters report their meetings every month, and some issues of the *Student News Letters* have had as many as 40 pages of mimeographed material about their programs, activities and future plans.

The National Office has assumed the additional load of mimeographing and mailing the *Student News Letter*. Much credit is due faculty members for their continued attention to details of advice, supervision and organization of student groups.

Students have, in addition to their local chapter activities, a Chapter Conclave, Lounge, Exhibit and Job Placement Center at the Annual Time Study and Methods Conference. Student advisors and chapter coordinators also have a round table at this conference to discuss methods of improving student chapter activities.

The success which the Student Chapters have enjoyed in recent years is due in large part to the tireless efforts of Dr. Ralph L. Jacobs, Vice President of Student Chapters for SAM. Too, the sponsoring chapters have been extremely helpful in many cases, through making vital and meaningful the programs of the Student Chapter(s) they sponsor.

Student chapters to which charters have been granted since December 2, 1950 number seven. They are:

Emory University of Atlanta, Ga.

LaSalle College of Philadelphia, Pa.

North Texas State College of Denton, Texas

State University of Iowa, Iowa City

University of Pittsburgh, Pittsburgh, Pa.

University of Texas, Austin, Tex.

Wake Forest College, Wake Forest, N. C.

Publication Activity Scope is Widened

THE SOCIETY'S MONTHLY PUBLICATION ADVANCED MANAGEMENT has continued during the past year to carry outstanding articles in the field of management for its members and other subscribers.

The past year was marked by a pronounced trend toward devoting a higher proportion of the articles and other material to matters of primary interest to top management. In this, emphasis has been increased on articles relating to the broad philosophies of management problems and to specific how-to-do and case histories (experience) articles.

All this, your president feels, is being accomplished without sacrificing the quality of technical material that is of interest to top management as well as to specialists and staff management men.

This broadening of interests means a wider range of topics—in the fields of production, distribution, materials handling, plant layout and operation, human relations, finance and administration.

AREA AND CHAPTER CONFERENCES—1950-1951

CHAPTER	CONFERENCE	TYPE	DATES
Atlanta	Annual Spring Conference (Jointly sponsored the Management Section Sessions with A.S.M.E. & A.I.I.E.)	Chapter	April 2-5
Chicago	Annual Spring Management Conference (Jointly sponsored with Northwestern University) — "The Productivity Problem"	Chapter	February 1-2
Cincinnati	Method-Time Measurement Conference	Chapter	January 18-19
Greensboro	Materials Handling Conference (Jointly with A.S.M.E.)	Area	April 27
	Management Conference (Jointly with A.I.I.E. Student Conference)	Chapter	April 6
Hudson Valley	Special Education Conference (Jointly with Amer. Soc. for Quality Control)	Area	April 25
Indianapolis	Annual Fall Conference	Chapter	November 18
Lancaster	Sixth Annual All Day Conference	Chapter	March 2
N. New Jersey	Joint IE - IR Conference	Chapter	March 9
Philadelphia	Third Annual Conference	Chapter	February 9
Pittsburgh	Annual Fall Conference	Chapter	November 16
	All-Day Spring Conference	Chapter	March 15
	Duquesne University Management Conference	Chapter	March 8
Twin City	Ninth Annual Industrial Relations Conference (Jointly with Industrial Relations Center of the University of Minnesota)	Chapter	April 12-13
Washington	Spring Working Conference	Chapter	February 14-15

WIDELY QUOTED

Increasing recognition of the lasting value of articles appearing in the Society's principal publication has been evidenced during the past year by the growing demand for reprints and back copies. Further recognition of the value of the publication activities is also reflected in the increased sale of printed reports on the Proceedings of the Annual Fall Conference and of the Time and Motion Study (Spring) Conference.

EDITORS HAVE NOTED

ADVANCED MANAGEMENT material has been digested, quoted, listed, and reviewed in the following publications. This is only a partial list of those items which came to our attention.

1. Digest of Current Reading for Executives (Elliott Service)
2. The Management Review (AMA)
3. The Pamphlet Index
4. Notes and Quotes (Connecticut General Life Insurance Co.)
5. Office Executive
6. Management News (AIM of Melbourne)
7. Modern Machine Shop
8. Journal of the Institute of Personnel Management (England)
9. Personnel Journal's Guide to Selected Reviews of Management Literature
10. American Machinist
11. Time Study Engineer (IIT—London)
12. The Industrial Ledger
13. Supervision Magazine
14. American Business (Dartnell Corporation)
15. Management Abstracts (BIM of England)
16. Manpower Management (Dept. of Personnel Administration — General Foods Corp.)
17. Management Notes
18. Industrial Health Bulletin (Dept. of National Health & Welfare — Ottawa)
19. Management Digest (AIM — Adelaide)
20. National Industrial Conference Board
21. Institute of Industrial Technicians, Ltd. (England)
22. Rationalisierung (Germany)
23. Management Digest (Prudential Insurance Company)
24. Management Muses (Colgate-Palmolive-Peet Co. Management Club)
25. La Revue De L'Efficience Ses Editions Et Sa Librarie (Brussels)
26. The Manager (Management Publications Ltd.—London)

AID TO EDUCATION

Articles from *Advanced Management* have been reprinted in text books and used as classroom material or as reference sources by leading educational institutions. A sample group of "credits" not previously mentioned includes:

Cornell University, Clarkson College of Technology, University of Wisconsin, Pratt Institute, Northwestern University, University of Minnesota, New York University, Syracuse University, American University, George Washington University, University of Pennsylvania, and University of Florida.

AID TO GOVERNMENT

The Editor reports the following special arrangements for use, at their request, of *Advanced Management* material by various government agencies:

Department of the Navy, Veterans Administration, Federal Civil Defense Administration, and U. S. Bureau of the Budget.

STUDENT CHAPTERS—1950-51

Alabama Polytechnic Institute
American University
Antioch College
Babson Institute
Boston College
Boston University
Bucknell University
Carnegie Institute of Technology
Case Institute of Technology
City College of New York
Clarkson College of Technology
College of William and Mary
DePaul University
Drexel Institute of Technology
Duquesne University
*Emory University
George Washington University
Georgetown University
Georgia Institute of Technology
Golden Gate College
Hofstra College
Hudson College (St. Peters School of Bus.)
Illinois Institute of Technology
Indiana University
Johns Hopkins University
Kent State University
*LaSalle College
Lawrence Institute of Technology
Los Angeles State College
Louisiana Polytechnic Institute
Louisiana State University
Loyola University (Chicago)
Loyola University (New Orleans)
Manhattan College
McGill University
Michigan State College
Mississippi State College
Montana State College
Newark College of Engineering
New Haven Y. M. C. A. College
New York University
North Carolina State College
Northeastern University
*North Texas State College
Northwestern University
Ohio State University
Oregon State College
Pennsylvania Military College
Pennsylvania State College
Purdue University
Rensselaer Polytechnic Institute
Rutgers University (New Brunswick, N. J.)
St. Johns University
St. Josephs College
St. Louis University Institute of Technology
Seton Hall University
Southern Methodist University
*State University of Iowa
Syracuse University
Temple University
Texas A & M College
Tulane University
University of Arkansas
University of Baltimore
University of Bridgeport
University of Buffalo
University of California (Berkeley)
University of California (Los Angeles)
University of Chattanooga
University of Connecticut
University of Dayton
University of Florida
University of Georgia (Atlanta Division)
University of Illinois
University of Kansas
University of Maryland
University of Minnesota
University of Mississippi
University of North Dakota
University of Oklahoma
University of Pennsylvania
*University of Pittsburgh
University of Puerto Rico
University of Richmond
University of Rhode Island
University of Southern California
University of Tennessee
*University of Texas
University of Toledo
University of Wisconsin
*Wake Forest University
Washington University
Western Reserve University
West Virginia University
Woodbury College
Yale University

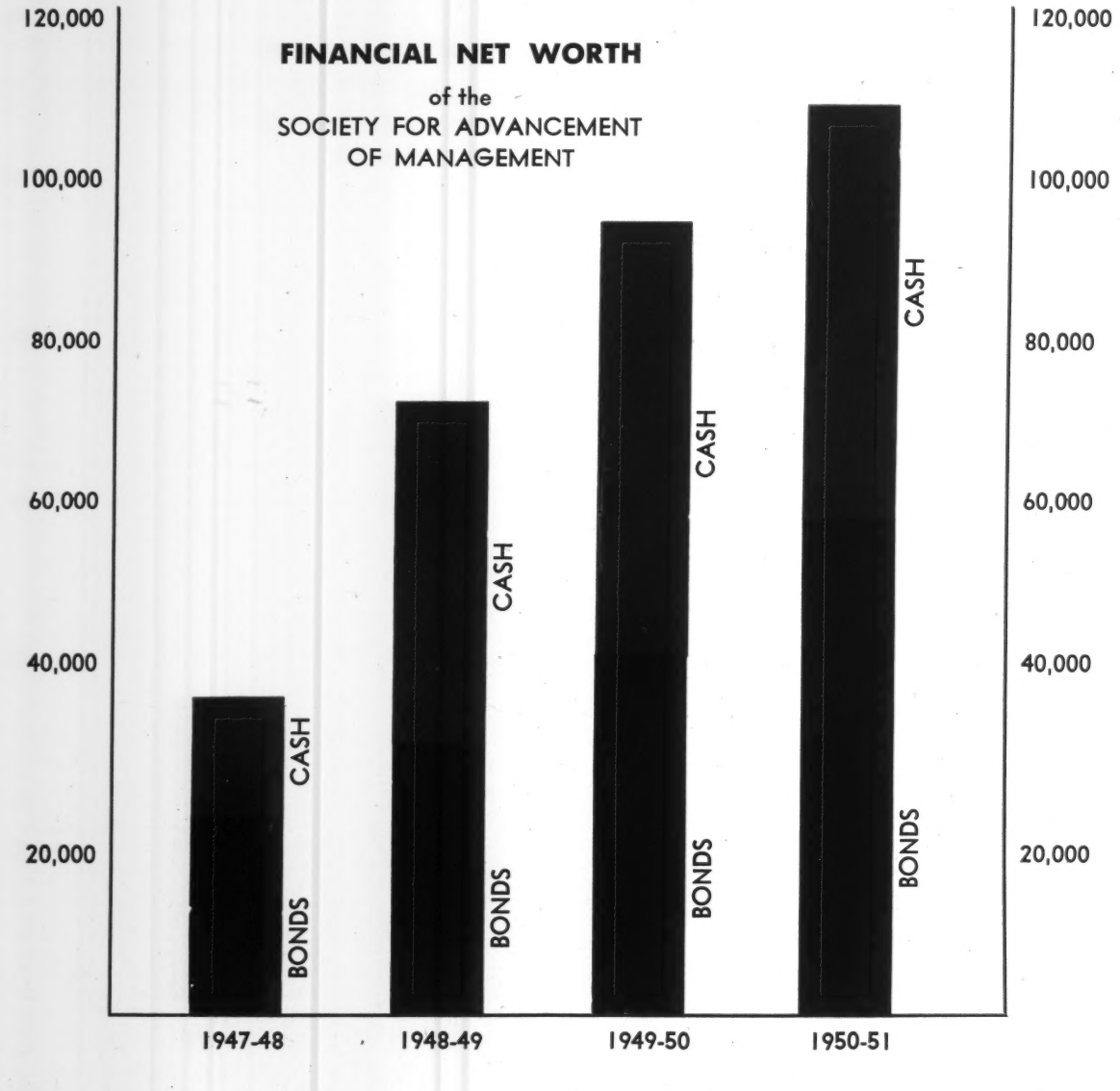
*Added during 1950-51

MORE TO DO—and MORE TO DO IT WITH

MOUNTING COSTS have been far more than outweighed by mounting reserves in the funds of SAM. The past two years have seen the reserve position improve from a $70,000 total in bonds and cash to the current position of approximately $112,000. And this in spite of higher general costs, expanded service to the chapters, replacement of a substantial amount of obsolete office equipment, and a general stepping up of activities. (For more about the additional services and facilities of the Society see the Report on the National Office on Page 12.)

The objective of forming an adequate reserve fund is being accomplished through the careful planning and close co-operation of everyone charged with the executive and administrative activities of the Society and of the National Office.

From 1947 through the first half of this year, a charting of the financial position of the Society shows the result of growth and of careful attention to budgets and other handling of financial matters. Four years ago the SAM *net worth* figures were somewhat under $39,000.



Management Research and Development Division

Report for 1950-1951

THE OBJECTIVES and overall goal of the Management Research and Development Division have been stated as follows:

> "It is the ultimate aim of the SAM Management Research and Development Division to stimulate much broader interest, among Society members generally, in the *principles* of management and in finding better ways constantly — especially through local Chapter activities — to aid SAM members in applying such principles to advance management in a practical way in their own companies, enterprises and personal fields of interest. . . ."

This is essentially a long-range activity which requires continuity and perseverance if its results are slowly to become worthwhile and cumulative. It was realized from the beginning that the present form of organization of the Management Research and Development Division of SAM can only ultimately achieve success if the voluntary efforts of its various Committee members can be integrated and coordinated at the National Organization level on a continuing and constructive basis.

During the past year the National Emergency arising out of the Korean crisis has naturally placed new burdens upon the time of Harold F. Smiddy, Vice President, Management Research and Development, and of all of the other busy men who constitute SAM's National Management Research and Development Committees. It is precisely under such circumstances that the absence of any full-time staff at Headquarters, either to coordinate these Committee activities, or to give more than very casual and minor office aid to the Assistant Vice Presidents, the Group Directors and the Committee members, places a great strain on the Research program as it has been developed on the present purely voluntary foundation.

As a result of these conditions, and certainly also because the past year has been one of taking new soundings as to the overall purpose, organization and functions of the Society to a degree which has engrossed the attention of the Directors and National Officers very heavily, specific progress in the Management Research and Development Division for 1950-51 has been more along the lines of a "holding operation" than of a broad and cumulative "development" program.

The able and conscientious services of many members among the Assistant Vice Presidents, and Group Directors and the National Research Committee members, have held the program together despite these controlling conditions and have indeed made it possible to achieve many kinds of tangible progress which are summarized in the subsequent sections of this report. Great credit is due to these men for their unselfish efforts, particularly since many who rendered such efforts were themselves carrying new and heavy burdens during the national emergency period.

FUNCTIONAL GROUPS

The specific progress of the respective groups of this division under the three assistant vice presidents, during the past year, may be summarized as follows:

Assistant Vice President Joseph O. P. Hummel has continued to render devoted service with respect to his six groups. For the most part, the activities of the directors of functional groups have continued with substantially the same programs as in the preceding year.

During the course of the year, additional steps have been taken by three directors, namely Bishop Brown, Distribution, James H. Eddy, Industrial Engineering and Russel F. Hurst, Production, to both enlist aid from chapters and provide assistance to chapter research projects by issuing letters and questionnaires to chapter officers and committee chairmen. In this way information about chapter interests has flowed back to functional directors at the same time that help has been given to chapter research programs. Perhaps outstanding in this was the work done by chapter research committees on a "Glossary of Terms Used in Methods, Time Study and Wage Incentives."

Distribution

The Director, Bishop Brown, devoted primary effort during the year to research aimed at finding more specifically the interests of the Society's individual chapters in the field of Management of Distribution. A questionnaire was forwarded near the end of 1950 to all chapters — and such replies as have been made are currently being used by the Director to determine the shape which the long-range efforts of his National Committee should take. It was necessary to start more or less from scratch in this particular functional field, hence the ground-work which has been done, while somewhat tedious, is bound to be of benefit in insuring that the program which will result from it will be in tune with both the needs and the opportunities of the Society and its chapters. It is estimated now that such a program can probably be placed before the Directors of the Society by perhaps the end of the current calendar year.

Finance

The national committee in this functional area made a major contribution by acting as the American sub-committee preparing data on "The Basis for the Flexible and Variable Budget in an Ex-

panding Economy" for incorporation with papers from other countries in a presentation under this title to be made at the 9th International Management Congress to be held in Brussels, Belgium, July 5th to 11th, 1951.

The group director, Past National President C. C. James, and his committee members are currently giving further careful thought to the type of research projects it would be appropriate for us to undertake for the coming year.

Industrial Engineering

This National Committee directed by James H. Eddy continued to do outstanding work along the lines detailed in the past two Annual Reports of this division.

The Director assisted in the formulation of the technical program for the Plant Maintenance Show in Cleveland on January 15-17, 1951. SAM assistance was acknowledged in the program of the show.

The project entitled "Glossary of Terms Used in Methods, Time Study and Wage Incentives" went forward. There was participation in the project during the year by at least six chapters, including Atlanta, Wilmington, Birmingham, Hudson Valley, Pittsburgh and Detroit. Enough material has been collected so that editing and correlation of definitions may be started by the members of the committee.

To stimulate interest in this project a letter was sent out to SAM chapters on October 17, 1950. There is a good chance that this project can be tied into other related projects on a national and international basis. This basic management research project is scheduled for completion by 1952 and is the first effort to develop an authoritative glossary in the area in answer to a fundamental need of management men in all countries.

Production

The activities of this group, directed by R. F. Hurst, which cover the fields of Production Planning and Control, Quality Control, Materials Handling and Control, and Product Design and Packaging, have been pursued further during the year.

The Director reports particularly that the committee, through the courtesy of SAM's National Office, "has been able to make an analysis of the files of chapter activities which have been compiled for the Emerson Trophy, to show chapter activities in this functional area, both in regular general chapter meetings, and in conferences, round tables, forums, clinics, etc."

Interest in this field is emphasized by the fact that 28 chapters reported that they had conducted a total of 210 working general meetings in this field, and 16 chapters reported conferences, round tables or other sessions falling in the second category. The latter 16 chapters reported a total of over 222 speakers.

A letter offering the services of each of our sub-functional groups in the development of chapter activities and programs has gone out under date of March 23, 1951, both to aid in providing a suggested list of speakers in the vicinity of different local chapter headquarters, in providing a list of suggested topics of known interest in each of the chapter areas as a basis for clinics, panels, or discussion meetings and so forth, and by providing discussion outlets for similar meetings of the chapter where some group of the membership is interested in resolving individual problems.

BUSINESS CONTACT GROUPS

The Assistant Vice President for the Business Contact Groups, Richard S. MacKenzie, reports continued but limited activity in this area.

Manufacturing

The Director, W. H. Brush, reports that the comprehensive program of this group on its basic research project entitled "An Inquiry Into How Manufacturing Companies are Coordinating Manufacturing and Sales" continues along the lines summarized in last year's Annual Report.

The replies to a long and detailed questionnaire which was sent to over 100 companies were summarized in the report for last year, with the notation that the group director and his National Committee would concentrate this year on surveying these factual findings and endeavor to draw conclusions from them as a "second phase" of their project.

The group Director has been carrying through and doing continuing work along the line of this "second phase" of the project. The resultant conclusions will be presented in a comprehensive special research report. It is presently contemplated that while the work so undertaken will not be finished by the end of the present Society year, it should be ready for release and discussion in the first half of the following Society year.

NATIONAL RESEARCH PROJECTS

The only current activity in this category is the continuing and very important work of the Society's "Special National Committee on Rating of Time Studies."

The initial task of this long standing committee was brought to fruition during the Society year through completion of a Manual and Films on "Performance Rating Time Value for 24 Operations," shown on eight reels of motion picture film. A Special Committee for Merchandising made a study and recommendation for the film sales activity and put the National Office in charge of carrying out the recommendations.

A press conference to announce the films was held and resulted in national publicity in nine well known business and industrial publications. A brochure and other descriptive material was prepared by the national office and mailed to the selective list prepared by the national office.

The films have been shown at several Conferences and are scheduled for others through the efforts of the National Office. Plans are being formulated for a permanent sales organization to handle future sales. To date 70 sets of films have been sold. Any income in excess of expenses realized from the sale of films will be used for further research to be directed by the Society's Committee on the Rating of Time Studies.

If a sizeable, specific Revolving Fund is created from sale of the films, this successful experience should lend new encouragement to the thinking that adequate support and direction can in time make the entire Society Research program self-liquidating. This would, additionally, leave the actual research results as a free dividend for the benefit of the Society's local Chapters, providing them with material for bettering their own programs, for attracting important numbers of additional dues paying members, for achieving better local public relations and status. It would serve, too, in improving their respective contributions to the basic purposes of the Society—to improve both the principles of Management and their understanding by all who endeavor to apply them in our complex, modern industrial and political economy.

Policies and Purposes

Record-breaking National Directors' session considers suggestions for stressing emphasis on the Society's concern with analysis and solution of management problems at all levels.

FOR THE FIRST TIME in history the majority—94%—of all SAM chapters were represented at a business and policy meeting. Representatives from all but three of the Society's fifty chapters were present at the Statler Hotel in New York City for this meeting on April 21 and 22. Air travel expenses were provided from the National Treasury when requested.

After reports from all the national officers were completed at the business meeting the policy agenda was given consideration. The policy agenda covered the topics of Society purposes, membership, dues, organization structure, finance, general operations, and revision of articles of incorporation and constitution and by-laws.

The Board recommended that there be no change in the formal wording in the Charter at this time, but suggested that if for some other reason the Charter should be revised at some future date, such changes should be made as suggested in the following paragraphs. These changes can become effective in the revision of the Constitution and By-Laws now under way.

"The purposes of this Society, as stated in its Charter are: through research, discussion, publication and other appropriate means:

"To conduct and promote scientific study of the principles governing organized effort in industrial and economic life, including both labor and management; and,

"To impart to the public information concerning said principles and their various applications for the general betterment of society, particularly by, but not limited to, elimination of unnecessary effort and unduly burdensome toil."

In pursuing its established purposes, the Society is, and long has been, concerned with the analysis and solution of management problems at all levels of responsible management and in all functional areas, including administration, research and development, production, including public, employee, customer and governmental relations, industrial engineering, distribution, control and finance, and human relations.

The activities of the Society in achieving its objectives are carried on through the dual channels, first, of local plans and programs under the direction of its country-wide organization of Society chapters and Student chapters, and, secondly, of over-all activities and publications under the guidance of its national officers, committees and staff.

National research and national programs for the advancement of management are broad, fundamental and comprehensive, in keeping with the full scope of the Society purposes as above outlined. Chapter activities vary from time to time and place to place in accordance with local needs, interests and membership preferences; but within the framework of the Society's broad national objectives as defined in its charter and constitution.

As It Would Be Said

SUGGESTED REVISION of the Statement of Purposes as outlined in the SAM brochure are listed by the Board of Directors as follows:

"The purposes of the Society are through research, discussion, publication and other appropriate means:

1 — To study analytically and to foster widespread application of, basic principles of management; and thereby, among other beneficial results,

2 — To aid in improvement of living standards, in conservation and utilization of natural resources, in increase of productivity, especially through greater individual and group productiveness and work satisfaction and in mutually desirable correlation of social, industrial and governmental progress,

3 — To bring about a better understanding of the mutual interests of the public, customers, labor, investors, management and government in improved management,

4 — To provide forums and means whereby executives, supervisors, engineers, teachers, public officials and others concerned, who apply scientific principles and methods to management problems, may promote such common interests; and

5 — To inspire in all such individuals, and especially in employees and managers, a constant adherence to the higher ethical concepts of individual and collective social responsibility.

The National Officers — 1951-1952

THE NATIONAL OFFICERS for 1951-52 have been installed. They are President, Leon J. Dunn; Executive Vice President, Edward W. Jochim; Secretary, Howard K. Hyde; Treasurer, Bruce Payne; Director-at-Large, Dillard E. Bird.

(For the appointive vice presidents and others, see the Organization Chart on Page 21.)

In addition to the five elective officers, the Executive Committee for 1951-52 will consist of Robert I. Miller of Philadelphia, Harry A. Dorsey of Worcester, Wilbur H. Peter, Jr. of Cleveland, David E. Henderson of Greensboro, Charles E. Durham of St. Louis, J. Bruce McNaughton of Columbus, Oliver J. Sizelove of Northern New Jersey, and Alfred Bernd of Indianapolis.

The Board of Directors has approved the following calendar for Board and Executive Committee meetings for the year 1951-52: September 8, 1951—Executive Committee, November 3, 1951 — Board of Directors, February 2, 1952 — Executive Committee, April 26, 1952—Board of Directors, May 24, 1952—Executive Committee, and June 28, 1952—Board of Directors.

THE PRESIDENT'S REPORT

Awards and Memorials

SAM is especially proud of its contribution to furthering the advancement of management in recognizing through the presentation of trophies, medals and other awards the outstanding services of individuals and groups that have in the past year made outstanding contributions to management.

The Frederick Taylor Key was presented on that occasion to General Brehon B. Somervell, President of the Koppers Company, Inc.

MEMORIALS

The passing during the 1950-51 Society year of the following members is reported with sincere regret:

Wallace H. Anderson	Stephen M. Lyman
Ward Beckwith	Frank J. Paarfusser
Courtney Combs	George E. Pierson, Jr.
Edward S. Cowdrick	Harry W. Schwartz
A. S. Donaldson	Leland Seiersen
George E. Greenhalgh	Carlos Stageberg
George W. Houk	L. C. Stevenson
Walter Irwin	John E. Waltz
Sam A. Lewisohn	

Another industrialist, General Robert Wood Johnson, Chairman of the Board of Johnson & Johnson, received the Human Relations Award.

Phil Carroll, industrial engineer of Maplewood, N. J., is the latest recipient of the Frank M. Gilbreth Medal.

The "Modern Industry" Award was presented to the Cincinnati Chapter. The award goes to the chapter which a) "adds new useful knowledge on scientific management, or advances the art and practice of management in the area served by the Chapter," or b) "advances public understanding of the creative and constructive role of scientific management in modern society."

Chapter Membership Key awards for 1950-51 were presented to the following: Cleveland (Wilbur H. Peter, Jr.) for the largest *numerical* increase in membership; Greensboro, N. C. (D. E. Henderson) for the largest percentage increase in membership.

Life Memberships were awarded during the past year to Edward S. Cowdrick of the New York Chapter (Mr. Cowdrick died May 24 of this year), to Alonzo Flack of the New York Chapter, and to Henry P. Dutton of the Chicago Chapter.

WASHINGTON IN LEAD FOR EMERSON TROPHY

Moving up to a strong first place this year, the big Washington SAM Chapter has taken the lead for 1950-51 Harrington Emerson Trophy award as the unit most effectively forwarding the interests of the Society by its programs and other activities.

The accomplishments, as reported by competing chapters each month, are evaluated in terms of points. The scores this year have been generally higher than those of a year ago, indicating expanding chapter activity and keener interest in competition for the coveted Emerson award.

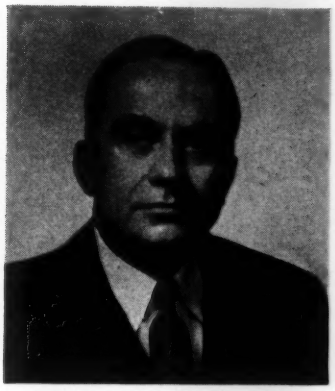
Last year Washington topped its nearest rival's impressive score of points by a slim margin at the final count.

This year the point standings to June 1 are as follows:

CHAPTER	TOTAL
Washington	2516
Milwaukee	2388
New York	2036
Detroit	1843
Pittsburgh	1833
Greensboro	1810
Philadelphia	1635
Central Pa.	1362
Boston	1232
Chicago	1151
Cincinnati	1047
N. New Jersey	1038
Trenton	1004

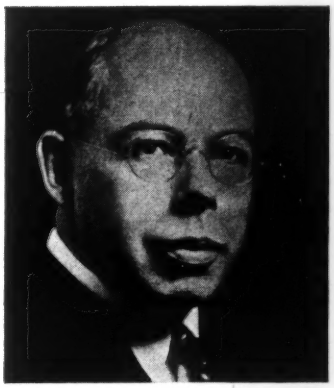
EDWARD W. JOCHIM
Executive Vice President

LEON J. DUNN
President

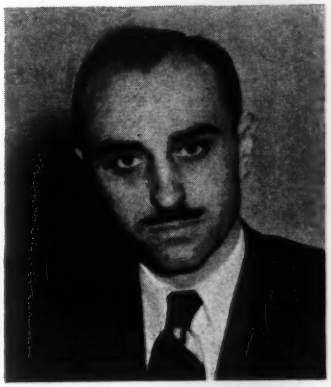


DILLARD E. BIRD
Director-at-Large

BRUCE PAYNE
Treasurer



HAROLD F. SMIDDY
Vice President, Management Research and Development



HOWARD K. HYDE
Secretary

C. A. SLOCUM
Executive Director

"... inspired by the conviction that in our economy only those enterprises can endure in the long run which conduct their operations through plans and methods which eliminate waste of human and material energies; which meet a genuine economic need as determined by careful analysis of markets; and which encourage highest productive effort through sound human relations."

RALPH L. JACOBS
Vice President, Student Chapter Operations

Proposal for Amendments to the By-Laws

A NUMBER OF AMENDMENTS to the By-Laws of the Society for Advancement of Management are being offered for the consideration of the members. Recommended at the Policy Meeting, the proposed amendments were outlined at the June 2 meeting of the Board of Directors.

In accordance with Section 10 of the By-Laws, which requires that any proposed amendments are to be published in a general publication of the Society, ADVANCED MANAGEMENT herewith prints the proposed amendments:

"Be it resolved that Article IV, Chapters, a., of the By-Laws be amended as follows:

"With the approval of the Board of Directors a group of not less than twenty-five individual members in any locality may organize a local or Student Chapter under conditions prescribed by the Board of Directors."

"Be it resolved that Article V, (Board of Directors) of the By-Laws be amended as follows: (This amendment will replace Paragraph 2 of Article V)

"Directors who are or were elected National Officers—namely, the President, Executive Vice President, Secretary and Treasurer and the Director-at-Large (the most recent past President) shall serve for a one year term and thereafter until their respective successors shall have been elected and installed. Directors who are elected to represent local Chapters shall serve for a term of three years and thereafter until their respective successors shall have presented their credentials to the Secretary. The terms of approximately one-third of the Directors elected to represent local Chapters shall expire at the end of each successive Society fiscal year (here provision must be made for the condition which will prevail until all Chapters are on a three year term basis)."

"Be it resolved that Article V, Board of Directors, Paragraph 4 of the By-Laws be amended as follows:

"Time and place of regular meetings shall be determined by the Board except that the Board shall hold at least three regular meetings yearly, one at the time of the Spring Conference, one at the time of the Fall Conference, and one Organization Meeting at the turn of the fiscal year."

"Be it resolved that Article V, Board of Directors, Paragraph 6 of the By-Laws be amended as follows:

"Each Director or accredited Alternate present shall be entitled to vote for the local Chapter in good standing which he represents. The Director or accredited Alternate shall be a member in good standing of the Chapter he represents. When the Board votes to determine membership dues, fix Chapter rebates, or to authorize the Annual Budget, the vote of each Chapter represented shall be weighted in proportion to the number of dues paying members in good standing in his Chapter according to the last published official count."

"Be it resolved that Article VI, Executive Committee, Paragraph 2, sentence 3 of the By-Laws be amended as follows:

"The Executive Committee shall meet once in between each of the regular meetings of the Board of Directors at stated times and places, or at the call of the President."

"Be it resolved that Article VI, Executive Committee, Paragraph 1 of the By-Laws be amended as follows:

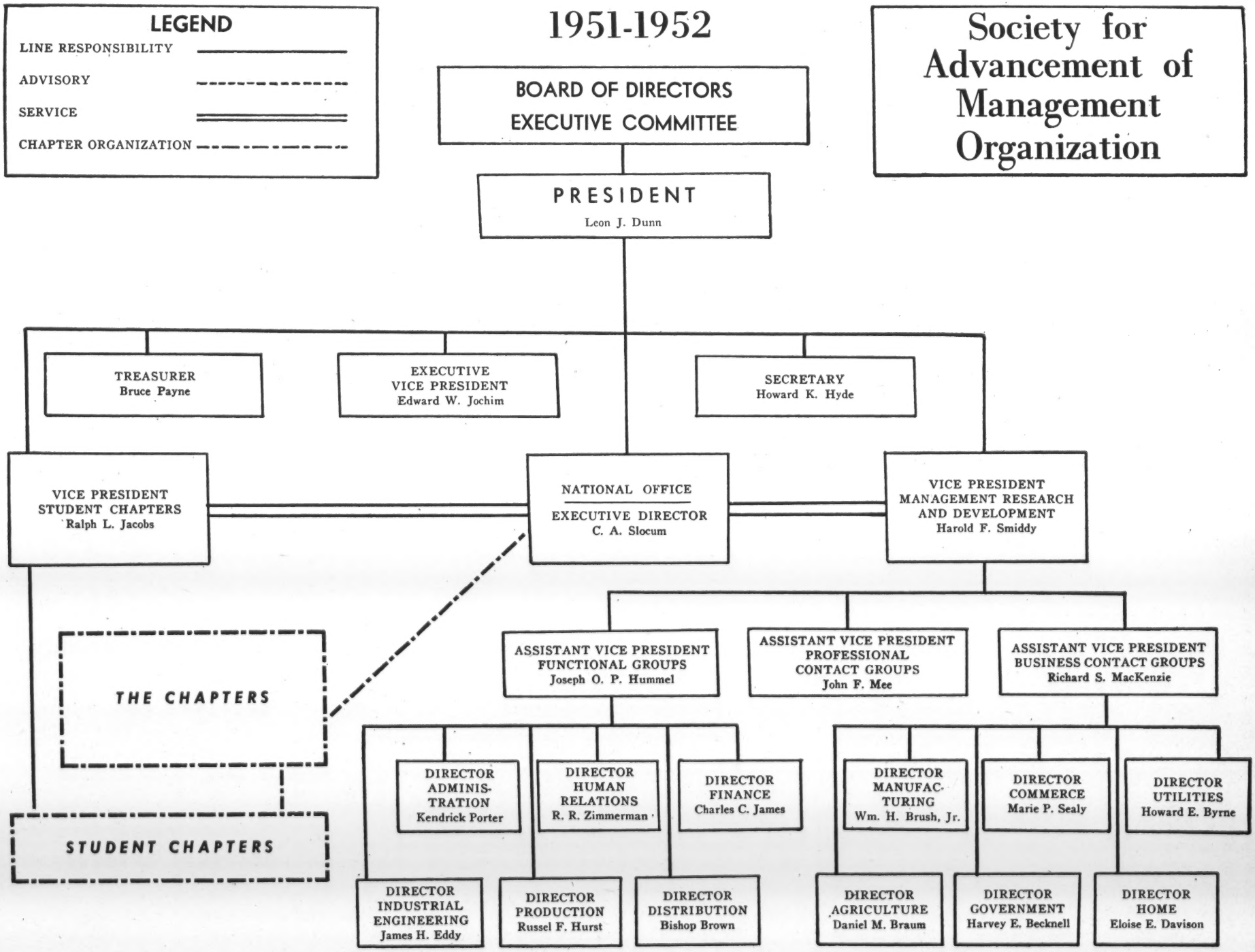
"The Executive Committee shall in principle be so chosen as to reflect the composition of and to represent the Society's membership, giving consideration to large and small Chapters, geographical distribution of Chapters and functional interests of members. Continuity shall be provided for on the Executive Committee as it has been on the Board." (The foregoing sentence is to appear at the end of paragraph 1, Article VI.)

"Be it resolved that Article VIII, Officers, Paragraph 1 of the By-Laws be amended as follows:

"The Principal Officers of the Society shall be the President, Executive Vice President, Secretary, and Treasurer, who shall be nominated and elected by the Board of Directors as follows: At the regular Fall Meeting of the Board, a nominating Committee of five voting members of the Society in good standing shall be chosen, no two of whom shall be members of the same local Chapter, the Chairman of which Committee shall be the most recent consenting past President and two members to be elected from among the National Directors or their accredited Alternates."

1951-1952

Society for Advancement of Management Organization



SOCIETY NEWS

CONNECTICUT CHAPTERS PLAN MANAGEMENT CONFERENCE

THE UNIVERSITY OF CONNECTICUT and the Connecticut Chapters of the SOCIETY FOR ADVANCEMENT OF MANAGEMENT are jointly sponsoring a one-week Management Conference August 26 to September 1. This conference will be devoted to time study and methods and will be held in the Motion and Time Study Laboratory of the School of Business Administration, Storrs, Connecticut.

The program will feature lectures by recognized authorities in the field, work sessions and laboratory practice using the most modern types of equipment, and speeches by outstanding authorities in management methods and measurements.

Among the management authorities who will be on the staff are Dr. Lillian Gilbreth, Allan H. Mogensen, Don Copell, Harold Engstrom and Phil Carroll.

PARTLY PERSONAL

S. E. BIGGS, SAM member and Vice President in charge of manufacturing of The Trailmobile Company, Cincinnati, is a member of the Advisory Committee on Truck-Trailer Manufacture in the National Production Authority it was announced in Washington late in June.

The committee of which Mr. Biggs is a member will co-operate with similar advisory committees of the NPA representing the truck manufacturers and the rubber industry, on problems of allocation of materials, and other phases of defense production, it was stated.

DEAN B. THATCHER has been promoted to director of industrial engineering for the Masonite Corp. He had held a similar position at the corporation's plant in Laurel, Miss., since 1948. With his office in Chicago, he will direct industrial engineering at Masonite's plants in Laurel, Chicago and Ukiah, Calif.

Prior to joining the corporation, he was chief industrial engineer for the Mengel Company's plant at Baton Rouge, La. Earlier, he was employed in similar capacities by Sperry Gyroscope Co., and the Philadelphia division of the Bendix Aviation Corp. He is a past Director of SAM, and founder and first president of the society's Baton Rouge chapter.

HARRY F. GRACEY, one of the speakers at the SAM 1950 Annual (Fall) Conference, has been appointed to the management consulting staff of Edward N. Hay & Associates, Inc. of Philadelphia. Mr. Hay is a member of SAM and affiliated with the Philadelphia chapter.

BRUCE PAYNE, National Treasurer of SAM, will be in Brazil until the beginning of August. Mr. Payne is President of Bruce Payne & Associates, Management Consultants, of Westport, Conn.

RUDOLF STORMER, member of SAM who has been labor relations advisor to the Bonneville Power Administration since the position was created, has been noted in a Senate report which praises BPA highly for its achievements in labor relations. BPA is a Public Works Administration project which began in 1933 to provide hydroelectric power from the Columbia River in Oregon.

COPIES OF THE PROCEEDINGS for the Fall Conferences of 1944 and 1945 and the Spring Conferences of 1947 and 1950 are being sought by Joseph F. Meister of the Philadelphia Chapter to make a full set of SAM publications. The volumes are to complete the files of a management library for public use.

ALLEN N. SEARES of SAM, affiliated with the New York chapter, and vice president and director of general sales-service of domestic operations for Remington Rand, Inc., has been elected national chairman of National Sales Executives, Inc., for the fiscal year 1951-52. The election took place at the sixteenth national convention of NSE.

J. KEITH LOUDEN of the Lancaster Chapter, Vice President and Assistant to the President of the York Corporation, York, Pa., has been elected to the Board of Directors of that company.

HIRAM S. HALL, Vice President for Personnel of Bigelow-Sanford Carpet Company, has been appointed to the Federal Wage Stabilization Board by President Truman. Mr. Hall, a member of SAM, is affiliated with the New York chapter.

THE POET'S CORNER

FREDERICK C. DYER, SAM member affiliated with the Washington Chapter, has recently had published a book of poetry "The Black Lily". Mr. Dyer is a native of St. Louis and a graduate of Holy Cross College. During the war he served as a Naval Officer in the South Pacific. Later he went to Dartmouth College, where he received his master's degree. Recalled to active duty in 1948, Lt. Dyer lives with his wife and two sons in Chevy Chase, Md.

Lt. Dyer, in discussing his new book, expresses the view that *Advanced Management* and the Society have nothing to do with poetry, but adds:

"However, in the last few years times have changed—for poets and for time-study men. Time-study men now talk about 'human values' and 'spiritual growth.' Three prominent modern poets are, respectively, an insurance company vice-president, a lawyer and a physician. Nevertheless, we don't think of business and poetry mixing."

Lt. Dyer in his poetry rejects the shallow optimism and cynicism which mark too much modern literature, concentrates on the essential dignity of the individual and expresses with warm humor a gentle and understanding irony about the more commonplace experiences of life.

"The Black Lily" is published by Exposition Press, Inc., 386 Fourth Ave., New York 16, N. Y.

Survey Shows Significant Trends in Membership

TOP MANAGEMENT MEN, and interest in top management fields — these head the lists of functional positions and spheres of interest revealed through a detailed survey and analysis of the 1950-51 membership of SAM.

Completing an intensive study of the Society's membership, the Chapters and the National Office records on enrollment reveal such significant trends as these:

Increasing numbers of corporation and company officers, general managers and division heads are becoming affiliated with this professional society for management men, so that they now constitute by far the largest group.

Replies to inquiries as to members' primary fields of interest show that the greatest number list their chief concern as Administration.

Also high on the list of primary interests are: Production, Materials Handling, Industrial Engineering, and Industrial Relations.

Grouping the functional positions of all members into 10 broad classifications provides the following breakdown:

1) Corporation and Company Officers (Board Chairman, Presidents, Vice-Presidents, Secretaries, and Treasurers) —814.

2) General Managers and Division Heads—1,059.

3) Controllers, Purchasing Directors, Budget Directors—294.

4) Industrial Relations Directors (Human Relations, Labor)—412.

5) Chief Industrial Engineers—146.

6) Industrial Engineers—934.

7) Methods and Procedures Supervisors—641.

8) Management Consultants and Consulting Engineers—230.

9) Deans, Chairman and Professors of Business Administration; Government Officials and Supervisors—434.

10) Miscellaneous—209.

FIELDS OF INTEREST

The number of members who listed Administration as their chief field of interest has reached the imposing total of 3,473. Production is listed by 2,710 as a major interest. Materials Handling is a primary field of interest with 1,265.

Other important SAM membership fields of interest and the number checking each are as follows: Industrial Engineering, 2,886; Industrial Relations, 2,256; Office Management, 1,056; Finance, 1,039; Distribution, 692, and Packaging, 556.

INDUSTRIES REPRESENTED

The list of industries represented by individual and firm memberships covers several typewritten pages. Broken down into a few broad classifications, it shows that firm and individual memberships come from all of the important industrial fields and account for almost 90 percent of the enrollment.

The largest single group is in the Metal Working industry, including the manufacturers of appliances, machinery and tools, iron mining and steel and iron production. Also high on the list are the Automotive, Aviation and Shipbuilding industries, Food and Chemical Processing; Textiles and the Paper, Glass and Ceramics industries; the Construction industry, and Distribution and Transportation.

The questionnaires prepared and sent out by the National Office to the entire membership, have resulted in the addition of a vast collection of information. All of this information, together with data from the enrollment cards and other files of the National Office, has been classified, transferred to tabulating cards and summarized.

A detailed analysis of the Society's membership will be presented in the August issue.

USEFUL TO CHAPTERS

The information contained in the survey can be useful to the Chapters in studies of their own membership. It will also be helpful in planning and organizing for better operations by providing the officers and committees with factual data about the ages, lengths of memberships, professional interests, industries with which members are associated and other affiliations. Armed with this information, membership chairmen can be in better positions to decide where to concentrate their activities.

Some chapter officers have already been making good use of the monthly reports of membership counts from the National Office. These reports are provided by chapters and by grades.

MEMBERSHIP PERCENTAGES

In addition to the firm memberships, the membership breakdown by general groupings, regardless of industry, is as follows: Individual memberships — 60%; firm memberships—17%; associate memberships—11%; education—6%, and government—3%.

On the pages which follow this phase of your President's report there are listed close to 500 of the country's leading corporations and companies which hold Firm Memberships in SAM.

HOW OLD IS SAM?

SEEKING TO FIND OUT more about its members, the Society for Advancement has completed a survey of the 1950-51 roll. In addition to such matters as the functional positions, industrial classifications, and professional interests, it has been found that SAM attracts professional management men of all ages.

Here is the breakdown, in five-year intervals:

Birthday before 1900	17%
From 1900-1904	10%
From 1905-1909	16%
From 1910-1914	18%
From 1915-1919	17%
From 1920-1924	15%
From 1925-1929	5%

FIRM MEMBERS

TO INSURE PARTICIPATION by a number of the members of their "management teams" many of the country's outstanding corporations and companies have that classification of Society of Advancement of Management membership known as Firm Membership.

In addition to the firms listed on these pages, there are more than 2,000 other outstanding corporations and companies in all fields of business who are represented by individual members in the Society.

A

Accurate Parts Mfg. Co.
Affiliated Gas Equipment, Inc.
Albany Felt Co.
Albers Super Markets, Inc.
Aldens, Inc.
Allegheny Ludlum Steel Corp.
Allis-Chalmers Mfg. Co.
Aluminum Company of America
Aluminum Company of Canada, Ltd.
Aluminum Industries, Inc.
American Abrasive Metals Co.
American Brake Shoe Co.
American Cyanamid Company
American Cyanamid Company
Calco Chemical Division
American Forging and Socket Co.
American Laundry Machinery Co.
American Mutual Liability Insurance Co.
American Pad & Textile Co.
American Steel & Wire Company
American Tag Company
American Tool Works Co.
American Zinc Co. of Tennessee
A.M.I., Inc.
Ampco Metal, Inc.
Anchor Hocking Glass Corp.
Angelica Jacket Company
Anheuser-Busch, Inc.
Ansul Chemical Company
Anvil Brand, Inc.
Armco Steel Corp.
Armstrong Cork Co.
Arvin Industries, Inc.
Atlantic Refining Co.
Atlas-Boxmakers, Inc.
Avondale Mills

B

Baird Associates, Inc.
Baldwin-Hill Co.
Ball Brothers Co., Inc.
Baltimore Life Insurance Co.
Barre Wool Combing Co.
Barre Wool Combing Co., Ltd.
Barrington Associates, Inc.
Beckett Paper Co.
Behr-Manning Corp.
Bell Telephone Laboratories, Inc.
Bendix Aviation Corporation
Bendix Radio Division
Friez Instrument Division
Bigelow-Sanford Carpet Co., Inc.
Bird Machine Company
Black-Clawson Co.
Blue Bell, Inc.
Blue Ridge Manufacturers, Inc.
Sidney Blumenthal & Co., Inc.
Borden Company
Chemical Division
Bowman Gum, Inc.
Bristol-Meyers Co.
Brockway Glass Co., Inc.
Brookshire Knitting Mills, Inc.
Brunswick Ordnance Corp.
Buckeye Foundry Co.
Budd Company, The
Burroughs Adding Machine Co.
Edward G. Budd Mfg. Co.

C

Calvert Distilling Co.
Canadian Ingersoll-Rand Co., Inc.
Capital Transit Co.
Carr-Consolidated Biscuit Co.
Casco Products
Cedartown Textiles, Inc.
Celanese Corporation Plastics Division
Champion Paper & Fibre Co.
Chattanooga Implement & Mfg. Co.
Cherokee Textile Mills
Chesapeake and Ohio Railway Co.
Chesapeake & Potomac Telephone Co.
Chesapeake & Potomac Telephone
Company of Baltimore City
Chicago Rotoprint Co.
Cincinnati Gas & Electric Co.
Cincinnati Gear Co.
Cincinnati Gilbert Machine Tool Co.
Cincinnati Industries, Inc.
Cincinnati Milling Machine Co.
Cincinnati Shaper Co.
Circle F. Manufacturing Co.
C. I. T. Corp.
Clifton Corporation
Clopay Corp.
Cluett, Peabody & Co., Inc.
Cold Spring Bleachery
Colgate Palmolive Peet Co.
Combustion Engineering Superheater,
Inc.
Compania Textilera Ariguanabo, S.A.
Cone Mills Corp.
Congress of Industrial Organizations
Conmar Products Corp.
William M. Connolly & Sons
Continental Can Co.
Joseph M. Cook and Staff
Cooper Alloy Foundry Co.
Corn Products Refining Co.
Cornell Wood Products Co.
Coro, Inc.
Corrigan, Osburne & Wells
Creole Petroleum Corp.
Croname, Inc.
Crosley Corp.
Crown Can Co.
Benjamin T. Crump Co., Inc.

D

Dallas Iron & Wire Works, Inc.
Dan River Mills, Inc.
Davison Chemical Corp.
Delmonico Foods, Inc.
Dempster Brothers, Inc.
Dennison Mfg. Co.
City of Detroit, Department of Street
Railways
Diamond Brothers Company
Diamond Expansion Bolt Co., Inc.
A. B. Dick Co.
W. J. Dickey & Sons, Inc.
Charles Wm. Doepke Mfg. Co.
R. R. Donnelley & Sons Co.
Downington Paper Company
Drackett Co.
Drake, Startzman, Sheahan,
B. Barclay, Inc.
Draper Corp.
Drexel Institute of Technology
Wilbur B. Driver Co.
Dunlop Rubber Co., Ltd.
Duplan Corp.
E. I. du Pont de Nemours & Co., Inc.
Duriron Co.

E

Eagle Picher Co.
East Boston Lamp Works, General
Electric Co.
Eastern Tablet Corporation
Eddy-Rucker-Nickels Company
Electric Storage Battery Co.
Electro Manganese Corp.
Empire Brushes, Inc.

What Is A Fair Day's Work?

THE RATING OF PERFORMANCE

PRESENTING for the first time a uniform concept of a fair day's work, THE RATING OF PERFORMANCE consists of eight reels of motion picture films and an accompanying manual that tells how to apply these ratings to your own specific plant or business.

Some 150,000 ratings by more than 1,800 engineers in over 200 industrial companies throughout the nation provide the data on which the study is based. Conceived before World War II and in actual production since 1947, the study has just been completed.

OUTSTANDING FIRMS of the nation contributed to the cost of making the films. These included American Viscose, Armstrong Cork, Atlantic Refining, Eastman Kodak, Eli Lilly, General Foods, General Motors, Owens-Corning Fiberglas, Procter and Gamble, Sylvania Electric and Manufacturing, Wagner Electric, Western Electric, Westinghouse Electric, and Worthington Pump and Machinery.

Advance copies used by some of the sponsoring companies have demonstrated the value of the study. It is now available for sale to other companies to help them apply this research for more effective production . . . to aid in the defense effort.

HOW THE RATINGS WERE DEVELOPED . . .

THE EIGHT REELS contain 2,800 feet of film of 24 separate industrial, clerical and laboratory operations. Each operation is performed at five separate speeds. These 120 separate performances were rated by more than 1,800 engineers in over 200 industrial companies throughout the nation. The engineers' resultant ratings, some 150,000, constitute the data on which the research is based.

The 24 operations include the fields of packing; light, medium and heavy operations; clerical; maintenance-service; and simulated operations which may be easily adapted for practice in rating "live" operations.

All sections of the country are represented by the companies studied. With average deviation from mean value only a little more than 6 per cent, average ratings in the study provide bench marks for judging job performance.

HOW IT DIRECTLY BENEFITS YOUR OPERATION . . .

- **Creates a better understanding and appreciation of industrial problems as a whole.**
- **Improves human relations in industry by reducing controversy in the work measurement process.**
- **Allows one company to compare its concept of a fair day's work with another company.**
- **Provides a guide for formulating what is an acceptable performance.**
- **Improves consistency and accuracy of performance rating.**
- **Achieves more uniform and consistent time values among departments.**
- **Provides procedure for training in time study rating.**
- **Simplifies the rating process and provides objective bench marks for reference.**

NET INCOME from the sale of the films is restricted to research in the field of work measurement. SAM is a non-profit institution dedicated to advancing the benefits of scientific management.

Films are 16mm., silent, black and white.

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F

Farrell-Cheek Steel Co.
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Federal Reserve Bank of Philadelphia
Fieldcrest Mills
Finest Foods, Inc.
Edwin H. Fitler Co.
Ford Motor Co.
Formica Co.
Foster Wheeler Corporation
Frankfort Distilleries, Inc.
Franklin Baker Div., General Foods Corp.

G

George Fry and Associates
Gardner Board & Carton Co.
General Aniline & Film Corp.
General Electric Company
General Electric Company
Small Apparatus Division
General Foods Corporation
General Motors Corporation
AC Spark Plug Division
General Shoe Corp.
Gibson Art Co.
Gifford-Wood Co.
Glen Raven Cotton Mills, Inc.
Glenn L. Martin Company
Globe Wernicke Co.
Graver Tank & Mfg. Co., Inc.
G. A. Gray Co.
Griffenhagen and Associates
Gruen Watch Company

H

Hadley-Peoples Mfg. Co.
W. F. Hall Printing Co.
Hamilton Foundry & Machine Co.
Hardware Mutual Casualty Co.
Harris-Seybold Co.
Hartford Steel Ball Co.
Hassenfeld Brothers, Inc.
Hellwig Dyeing Corporation
Hercules Powder Company
Herff Jones Co.
Heyden Chemical Corporation
Hickok Electrical Instrument Co.
Hilton-Davis Chemical Co.
Hoener Corp.
Hollinger Consolidated Gold Mines, Ltd.
D. H. Holmes Co., Ltd.
F. X. Hooper Company, Inc.
Houston Fire & Casualty Ins. Co.
J. L. Hudson Co.
James Hunter Machine Company
F. C. Huyck & Sons
Hydraulic Equipment Co.
Hyster Company

I

Industrial Tape Corporation
International Business Machine Corp.
International Derrick & Equipment Co.

J

Andrew Jergens Co.
Johns-Manville Products Corp.
Johns-Manville Products Corp.
Goetze Branch
Johnson & Johnson
Joy Manufacturing Co., Mines Equipment Div.
A. D. Juilliard & Co., Inc. Atlantic Mills
Jung Products, Inc.

K

Kaiser Frazer Engine Division
Kearney & Trecker Corp.
Walker-Turner Division
Keasbey & Mattison Co.
Kirk and Blum Mfg. Co.
William Klopman & Sons, Inc.
Kroger Co.
Kuhns Brothers Co.

L

Lake City Malleable Co.
Lamson & Sessions Co.
Lane Co., Inc.
Lansing Drop Forge Co.
Laros Textiles Company
Lebanon Steel Foundry
R. K. LeBlond Machine Tool Co.
Leetham, Simpson, Ltd.
Louis Lefkowitz & Brothers, Inc.
Levinson Steel Co.
Lexington Electric Products Co.
Lingerie, Inc.
Link-Belt Co.
Lockwood Mfg. Co.
Lodge & Shipley Machine Tool Co.
Louden Machinery Co.
Louisiana Coca-Cola Bottling Co., Ltd.
Lowe Paper Co.
Lukens Steel Company
Lunkenheimer Co.
Lynchburg Foundry Co.

M

McBee Company
McClure, Hadden and Ortman, Inc.
McCormick & Co., Inc.
McDonnell Aircraft Corp.
Mackintosh-Hemphill Co.
Magazines of Industry, Inc.
Magnaflux Corp.
R. C. Mahon Co.
Maiden Form Brassiere Co., Inc.
B. Manischewitz Co.
John A. Manning Paper Co., Inc.
Markem Machine Co.
Massachusetts Department of Education
Vocational Division
Master Vibrator Co.
Maud Muller Candy Company
Meredith Publishing Co.
William S. Merrell Co.
Miami University School of Business Administration
Miller and Rhoads, Inc.
Milsan Mills, Inc.
Mine Safety Appliances Co.
Mitchell & Smith, Inc.
Mock Judson Voehringer Co., Inc.
Mohawk Carpet Mills, Inc.
John Morrell & Co.
Morrison Steel Company
Mundet Cork Corporation

N

Naperville Prince Castles Co.
National Container Corp.
National Foremen's Institute, Inc.
National Lead Company
Titanium Division
National Malleable & Steel Castings Co.
National Publishing Co.
National Screw & Mfg. Co.
New England Bobbin & Shuttle Co.
New Jersey Zinc Co.
New Jersey Zinc Company of Pennsylvania
New Orleans Public Service, Inc.
Nordberg Mfg. Co.
Norman Products Co.
North Carolina Finishing Co.

O

Oklahoma Publishing Co.
Olin Industries, Inc.
Leo Oppenheim & Co.
O. P. W. Corp.
C. D. Osborn Co.
Osborne Co.
Osborn Manufacturing Co.
Owens-Corning Fiberglas Corp.

P

Pavelle Color, Inc.
Personal Products Corporation
Petrolane Gas Co., Inc.
Pittsburgh Du Bois Div., Rockwell Mfg. Co.
Pittsburgh Plate Glass Co.
Pomona Terra Cotta Co.
Pratt, Read & Co., Inc.
Precision Spring Corp.
Presto Lock Co.

Procter & Gamble Co.
Proctor Electric Co.
Proctor & Schwartz, Inc.
Public Service Company of New Hampshire
Pullman Standard Car Mfg. Co.

R

Radio Corp. of America (Victor Div.)
Albert Ramond & Associates, Inc.
Randall Co.
Randolph Mills, Inc.
Raybestos-Manhattan, Inc.
Red Ash Pocahontas Coal Co.
Reece Corp.
Reed and Barton Corp.
Reed & Prince Mfg. Co.
Rhode Island Textile Co.
Richardson Co.
Richardson Engineering Co.
Richardson Taylor Globe Corp.
Richmond Engineering Co., Inc.
Robertshaw-Fulton Controls Co. (Amer. Thermometer Div.)
Robertson Paper Box Co., Inc.
Rochester & Pittsburgh Coal Co.
Rogers Corp.
Rohm and Haas Company
Wallace G. Rouse (Canada) Ltd.
Rustless Iron & Steel Div., Armco Steel Corp.

S

Scaife Company
Schaible Co.
H. J. Scheirich Co.
Schenley Distilleries
School of Business Administration University of North Carolina
Schulze and Burch Biscuit Co.
Science Research Associates
Scientific Placement Systems
Joseph E. Seagram & Sons, Inc.
Sears-Roebuck & Co.
Security Steel Equipment Corp.
Sharpe & Dohme, Inc.
Shartle Brothers Machine Company
Simmons Co.
Simplex Wire & Cable Co.
Warner P. Simpson Co.
Sistemas McBee de Mexico, S.A.
Carroll Dunham Smith Pharmacal Co.
Smith, Kline & French Laboratories
Socony Paint Products Company
Sohio Petroleum Co.
Sol Mutterperl Co., Fairhaven Corp. Div.
Soss Mfg. Co.
Southern Line Material Co.
E. R. Squibb & Sons
Standard Knitting Mills, Inc.
Standard Oil Co., (New Jersey)
Standard Pressed Steel Co.
Standard Steel Spring Co.
Star Brush Mfg. Co., Inc.
Statesville Division the Seminole Mills
Stearns & Foster Co.
Steel Co. of Canada, Ltd.
Steelcraft Mfg. Co.
Stehli & Company, Inc.
Stevenson, Jordan & Harrison, Inc.
Stix, Baer & Fuller
Stolper Steel Products Corp.
Sunnen Products Co.
Sunrise Dairies
Survey Research Center—University of Michigan
Symington-Gould Corp.

T

Charles Taylor Sons Co.
Taylor Forge & Pipe Works
Tennessee Coal, Iron & Railroad Co.
North Texas State College
Textron, Inc.
Thalhimer Bros., Inc.
Thew Shovel Co.
Trundle Engineering Co.
Tulane University

U

Uarco, Inc.
Uhling, Lauer and Associates
Union Bag and Paper Corp.
Union Carbide and Carbon Corp. Bakelite Division
United Merchants & Mfrs., Inc.
United Parcel Service of America, Inc.
United States Metals Refining Co.
University of Bridgeport

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